OFFICE OF NEIGHBORHOOD SAFETY AND ENGAGEMENT

FY 2025 PERFORMANCE ACCOUNTABILITY REPORT

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CONTENTS

Contents 2

1 Introduction 3

2 Office of Neighborhood Safety and Engagement Overview 5

3 2025 Accomplishments 6
- 3.1 Hiring Initiative . . . 6
- 3.2 ONSE Payroll System . . . 6
- 3.3 Second Annual Healing Communities Symposium . . . 6

4 Objectives 7
- 4.1 Supporting high risk individuals . . . 7
- 4.2 District's Violence Prevention Strategy . . . 7
- 4.3 Wrap-around services . . . 7
- 4.4 Swift response . . . 8
- 4.5 Efficient, transparent, and responsive . . . 8

5 Activities 9
- 5.1 Pathways Program . . . 9
- 5.2 Violence Intervention Program (VI) . . . 9
- 5.3 Family and Survivor Support (FSS) . . . 10

6 Projects 11
- 6.1 ONSE Pathways Aftercare Component . . . 11
- 6.2 Grief and Loss Support Experiences . . . 11
- 6.3 Fleet Enhancement . . . 11
- 6.4 Update ONSE's Website . . . 12

1 INTRODUCTION

This document is the Fiscal Year 2025 Performance Accountability Report (PAR) for the Office of Neighborhood Safety and Engagement.

The PAR is the second of two agency performance documents published each year. A Performance Plan is published at the start of the fiscal year when budget decisions have been finalized. A PAR is published in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

PAR Structure: PARs are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects, and related Performance Measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency's mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can address questions about an agency's overall performance, the performance of an organizational unit, program, or service, or the implementation of a major project. Performance Measures can answer questions like "How much did we do?", "How well did we do it?", "How quickly did we do it?", and "Is anyone better off?" as described in the table below.

Measures are printed in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase "Number of...".	"Number of public art projects completed"
Quality	Quality measures assess how well an agency's work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	"Percent of citations issued that were appealed"
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6- 12 months"

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Measure Type	Measure Description	Example
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Targets: Agencies set targets for most Performance Measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in their PAR.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or outside of the agency's direct control. In some cases, the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 OFFICE OF NEIGHBORHOOD SAFETY AND ENGAGEMENT OVERVIEW

Mission: The mission of the Office of Neighborhood Safety and Engagement is to build partnerships and implement strategies that reduce gun-related violence in the District.

Summary of Services: ONSE fulfills this mission by coordinating the District's gun violence prevention and intervention initiatives, using both public health and public safety tools, and by focusing on identifying and engaging with those most likely to be involved in gun violence, providing them with an alternative to crime.

Objectives:

1. Supporting high risk individuals
2. District's Violence Prevention Strategy
3. Wrap-around services
4. Swift response
5. Efficient, transparent, and responsive

3 2025 ACCOMPLISHMENTS

3.1 HIRING INITIATIVE

The ONSE Human Resources Team successfully hired thirty-two (32) new employees in FY25.

Impact: This accomplishment had a vital impact on the success of ONSE because filling vacancies with additional staff enhanced daily productivity at ONSE. Also, this accomplishment had a positive impact on D.C. residents, because with the recruitment of new hires in the first two quarters of FY25, ONSE was better equipped to serve communities and enhance engagement with D.C. residents in order to reduce and prevent gun violence.

3.2 ONSE PAYROLL SYSTEM

The Pathways Program created and implemented an enhanced intake process that streamlined the processing of required documentation to ensure timely submission of items for receipt of U.S. Bank Cards by the Pathways Program Ambassadors.

Impact: This accomplishment had a vital impact on the success of ONSE because for the first time, Pathways Ambassadors were paid on time without the need of gift card supplemental pay. This resulted in government cost savings. Efficient payroll processing resulted in a timely receipt of U.S. Bank cards and disbursement of training wages to the Pathways Ambassadors. Lastly, this accomplishment positively impacted D.C. residents because the Pathways Ambassadors, who are D.C. residents themselves, were able to have access to their wages which help them provide for themselves and their families.

3.3 SECOND ANNUAL HEALING COMMUNITIES SYMPOSIUM

During the Second Annual Healing Communities Symposium, Community Violence Intervention (CVI) Providers participated in a panel discussion titled “On the Ground: Interrupting Violence, Saving Lives.” The panel highlighted the critical role of community-based violence intervention work, and the CVI providers shared valuable insights, effective strategies, and real-world experiences.

Impact: This accomplishment had a vital impact on the success of ONSE because the panel highlighted the critical role of community-based violence intervention (CVI) work and how it contributes to the mission of ONSE. Also, this accomplishment had a positive impact on D.C. residents as the CVI providers hosted informational tables and engaged directly with community members attending the event which in turn increased awareness about the services and positive impact of CVI work.

4 OBJECTIVES

4.1 SUPPORTING HIGH RISK INDIVIDUALS

Identify individuals determined to be at high risk of participating in or being a victim of violent crime and engaging with them and their families in services that support the goal of achieving changes in outlook and behavior.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent of Inactive participant referrals converted to active participants							
Outcome	Up is Better	No data available	1.74%	0.7%	0%	0.81%	20%

Explanation of Missed Targets:

1. Percent of Inactive participant referrals converted to active participants: In FY25, the FSS Team utilized best strategies and practices to re-engage inactive participants. The percent of inactive participant referrals converted to active participants performance measure will be reviewed and revised for FY26.

4.2 DISTRICT'S VIOLENCE PREVENTION STRATEGY

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.

No Related Measures

4.3 WRAP-AROUND SERVICES

Provide wrap-around services for agency clients to reduce the probability that they will become a victim of or participate in violent crime.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent of Pathways participants with a completed success plan							
Outcome	Up is Better	88%	Data is pending	82.76%	80%	83.59%	80%
Percent of Workforce goals reached during performance period							
Outcome	Up is Better	0%	0%	0%	0%	0%	40%
Percent of participants that are successfully promoted from workforce/life skills component							
Outcome	Up is Better	92.59%	78.57%	75.86%	74.19%	80.3%	80%
Percent of participants that received a referral to one or more services on success plan							
Outcome	Up is Better	No data available	No data available	No data available	No data available	No data available	75%

Explanation of Missed Targets:

1. Percent of Workforce goals reached during performance period: NA

4.4 SWIFT RESPONSE

Respond swiftly to individual and community needs following incidents of homicides and shootings within the District.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent of MPD referrals to FSS that completed intake within three business days							
Quantity	Up is Better	74.07%	93%	92.25%	97%	89.66%	80%
Percent of services requested rendered within 2 weeks							
Outcome	Up is Better	77.22%	52.94%	87.32%	56%	68.37%	70%
Percent of MPD referrals to FSS successfully contacted within 2 weeks							
Efficiency	Up is Better	81.25%	96.52%	100%	100%	94.44%	80%
Percent of participant referrals that completed intake within 3 business days of initial contact							
Efficiency	Up is Better	84.82%	93%	90.85%	100%	92.17%	80%

Explanation of Missed Targets:

1. Percent of services requested rendered within 2 weeks: In FY25, the FSS Team's set target goal was 70% for the percent of services requested rendered within 2 weeks. The FY25 yearly performance measure totaled 69% and was shy of 1% of the proposed 70% target. The FSS Team's FY25 funding was decreased in FY25 Q4. This in turn decreased the number of requested services that the FSS Team could provide. The FSS Team also reported an increase requested services from the community throughout FY25.

4.5 EFFICIENT, TRANSPARENT, AND RESPONSIVE

Create and maintain a highly efficient, transparent, and responsive District government.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years							
Outcome	Up is Better	Annual	Annual	Annual	Annual	71.43%	Target not required
Percent of employees that are District residents							
Outcome	Up is Better	Annual	Annual	Annual	Annual	61.67%	Target not required
Percent of new hires that are District residents (Peoplesoft)							
Outcome	Up is Better	Annual	Annual	Annual	Annual	62.5%	Target not required
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia (eRecruit)							
Outcome	Up is Better	Annual	Annual	Annual	Annual	14.29%	Target not required
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time							
Outcome	Up is Better	Annual	Annual	Annual	Annual	No incidents	Target not required

5 ACTIVITIES

5.1 PATHWAYS PROGRAM

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.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of Education Goals Reached							
Quantity	Up is Better	2	0	6	2	10	Target not required
Number of Employment Goals Reached							
Quantity	Up is Better	7	0	22	23	52	Target not required
Number of Pathways participants under community or federal supervision							
Quantity	Neutral	6	7	12	14	39	Target not required
Number of individuals who complete the workforce/life skills component							
Quantity	Up is Better	25	22	22	23	92	Target not required
Number of pathways participants at the start of the program							
Quantity	Neutral	27	28	29	31	115	Target not required
Total number of individuals engaged							
Quantity	Neutral	27	28	29	31	115	Target not required
Total number of individuals enrolled							
Quantity	Up is Better	27	28	29	31	115	Target not required
Percent of Pathways Participants that have secured unsubsidized employment before the completion of “Phase Three” of the Pathways Program							
Outcome	Neutral	36%	45.45%	68.18%	0%	36.96%	Target not required
Percent of Pathways Participants that have successfully completed (graduated)“Phase One”of the Pathways Program (Classroom Experience)							
Outcome	Up is Better	92.59%	78.57%	75.86%	74.19%	80%	Target not required

5.2 VIOLENCE INTERVENTION PROGRAM (VI)

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 most at risk of neighborhood violence help reduce these incidents through mediation and ceasefire activities.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of Community Events Organized by ONSE Staff							
Quantity	Neutral	0	3	1	5	9	Target not required
Number of DC Jail peacemaking consultations							
Quantity	Neutral	2	13	16	9	40	Target not required
Number of Meals Provided							

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Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Quantity	Up is Better	3,050	0	0	0	3,050	Target not required
Number of cease fires achieved							
Quantity	Up is Better	7	0	4	0	11	Target not required
Number of clients served at ONSE							
Quantity	Up is Better	No data available	No data available	No data available	No data available	No data available	Target not required
Number of community events and small group activities held by contracted services							
Quantity	Neutral	24	9	147	200	380	Target not required
Number of critical events responded to by contracted services							
Quantity	Neutral	19	47	115	69	250	Target not required
Number of mediations held							
Quantity	Neutral	10	7	24	27	68	Target not required

5.3 FAMILY AND SURVIVOR SUPPORT (FSS)

FSS 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.

Measure Type	Directionality	Q1	Q2	Q3	Q4	Annual	Target
Number of cases not willing to work with the FSS team or not in need of services							
Quantity	Neutral	4	3	4	1	12	Target not required
Number of families served through contracted services							
Quantity	Up is Better	38	59	51	42	190	Target not required
Number of referrals successfully engaged by FSS							
Quantity	Up is Better	108	53	72	45	278	Target not required
Number of services rendered by FSS							
Quantity	Neutral	79	102	124	100	405	Target not required
Percent of critical incidents triaged within 3 business days							
Efficiency	Up is Better	86.61%	93%	92.25%	100%	92.97%	**60%**
Number of referrals from MPD to FSS							
Context	Neutral	139	115	142	100	496	Target not required

6 PROJECTS

6.1 ONSE PATHWAYS AFTERCARE COMPONENT

Related Activity Name: Pathways Program

Project Description: In FY 25, 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, the ONSE's agency 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 25, the ONSE's Pathways Aftercare Program implemented a structured workforce development initiative aimed at Pathways Alumni Ambassadors from Cohorts 13 through 17 who have not yet transitioned into full time employment. The Case Management Team and Workforce Team will continue working to engage Pathways Alumni Ambassadors in hopes to provide 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.

6.2 GRIEF AND LOSS SUPPORT EXPERIENCES

Related Activity Name: Family and Survivor Support (FSS)

Project Description: In FY25, 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 FY24, 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 FY25, 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 6 youth events by Q4 in FY25.

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 FY24. One Common Unity, a community-based organization was selected to partner with FSS to create grief and loss events specifically for youth. However, during FY25 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 utilizing ten mini grant funding of $ 100,000 to support the FSS Team's project. By the end of FY25, twelve grief and loss support events were provided to youth that experience grief and loss due to gun violence.

6.3 FLEET ENHANCEMENT

Project Description: In FY 25, the ONSE's agency 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 Fiscal Year 2026 (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 FY25 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 FY25, 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 FY26.

6.4 UPDATE ONSE'S WEBSITE

Project Description: In FY 25, 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 Communication Team's 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 FY26.