

**GOVERNMENT OF THE DISTRICT OF COLUMBIA
EXECUTIVE OFFICE OF THE MAYOR
OFFICE OF VICTIM SERVICES AND JUSTICE GRANTS**



**Project Safe Neighborhoods (PSN)
Support Funding for FY2020**

Request for Applications (RFA)

IMPORTANT NOTICE

Application Deadline: 11:59 pm ET September 20, 2019 in
OVSJG's electronic Grants Management System (eGMS) ZoomGrants™.
To access ZoomGrants™ visit <http://www.OVSJG.dc.gov>.

Hard copies of the application will not be accepted.

You must have a registered user ID and password to apply in ZoomGrants™.
For ZoomGrants™ technical assistance, contact questions@zoomgrants.com
or (866)323-5404, 10 am–7 pm MT.

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About the Office of Victim Services and Justice Grants

The Office of Victim Services and Justice Grants (OVSJG) mission is to develop, fund, and coordinate programs that improve public safety; enhance the administration of justice; and create systems of care for crime victims, youth, and their families in the District. In order to accomplish its mission, OVSJG coordinates and funds community-based and District agencies who provide services to youth, victims of crime and justice-involved individuals. OVSJG is the State-Administering Agency (SAA) responsible for the direction of systemic criminal justice planning, coordination, management, research, training, and technical assistance. OVSJG also provides policy making expertise, advice, and counsel to the Executive Office of the Mayor on the role of victims and offenders in the criminal justice system, and evidence-based practices to respond to, intervene in, and prevent violence.

Program Description

Overview

The Office of Victim Services and Justice Grants is seeking applications for funding to support services necessary to effectuate the implementation of Project Safe Neighborhoods (PSN). PSN is designed to create and foster safer neighborhoods through a sustained reduction in violent crime. The program's effectiveness depends upon the ongoing coordination, cooperation, and partnerships of local, state, tribal, and federal law enforcement agencies working together with the communities they serve and engage in a unified approach. The overarching goal of the PSN initiative is to reduce gun violence through a comprehensive, multi-component strategy focused on 18-24 year olds.

PSN is focused on reducing violent crime, with an emphasis on employing a research-driven and strategic problem-solving approach, through enforcement, prosecution, deterrence, community engagement, and intervention and prevention. The PSN Program's objectives are to:

- Establish and implement effective programs and strategies that enable PSN task forces to effectively and sustainably prevent, respond to, and reduce violent crime.
- Effectively use and integrate intelligence and analysis to identify high crime areas and prolific violent offenders into the strategic and tactical operations of PSN task forces and community agencies.
- Foster effective and consistent collaboration with community-based organizations and the diverse communities that law enforcement agencies serve, which increases public safety and reduces violent crime.
- Create and maintain ongoing coordination among federal, state, local, and tribal law enforcement officials, with an emphasis on prevention, tactical intelligence gathering, more vigorous and strategic prosecutions, and enhanced accountability.

The District's PSN Strategic Action Plan (SAP) will guide program implementation, see Appendix I. The SAP includes the project's problem analysis; violence reduction strategy; strategy development and modification; organizational changes, innovation, and improved practices; police agency; and integration.

Proposals are being solicited from community-based organizations to provide specific interventions for the targeted 18-24 year old at-risk population in PSN identified neighborhoods:

- Washington Highlands
- Congress Heights
- Clay Terrace/NE Boundary
- Marshall Heights

Allowable activities include job readiness training, vocational training, and life skills training for at-risk 18–24 year olds in the identified neighborhoods. Proposed activities must complement interventions currently underway with DC Project Safe Neighborhoods (DC-PSN) in the reduction of gun violence. See the SAP for existing violence prevention and intervention activities in the District.

Availability of Funds

The funding period is October 1, 2019 through September 30, 2020. OVSJG anticipates making one award for up to \$174,243. All grant expenditures must occur within this time frame. Any costs that are incurred either before the start of the project period or after the expiration of the project period are not allowable.

OVSJG reserves the right to, without prior notice, reduce or cancel one or more programs listed in this RFA, reject all applications, adjust total funds available, or cancel the RFA in part or whole. Funding levels in the respective program areas and budget amount in the, if awarded, grant, grant agreement, or Memorandum of Understanding are contingent on the continued District funding, grantee performance, and/or reduction, elimination, or reallocation of funds, and in accordance with applicable sections within the grant award and/or agreement.

Eligible Applicants

Eligible applicants are limited to private nonprofit organizations, and faith- and community-based organizations.

Applicants must receive referrals from and work in collaboration with DC Project Safe Neighborhoods which is led by the United States Attorney’s Office for the District of Columbia, a multi-agency collaborative effort with local District agencies and federal partners to carry out the goals and objectives of the RFA.

Applicants may develop collaborations or partnerships to carry out the goals and objectives of the RFA, preferably with District-based organizations with substantial experience in violent crime, particularly gun violence. Partnerships must designate one eligible entity to serve as the fiscal agent; the fiscal agent is an active partner providing grant oversight and accountability. Preference shall be given to applications that minimize administrative costs in favor of applying funding toward direct services.

Proposal Instructions

All applicants are required to apply before **11:59 pm ET September 20, 2019** using ZoomGrants™ <https://zoomgrants.com/gprop.asp?donorid=2121&limited=2315> .

The purpose and content of each section of the application is described below. Applicants should include all information needed to adequately describe their proposed project plan. It is important that proposals reflect continuity among the program design, work plan of activities, and that the budget demonstrates the level of effort required for the proposed services.

Applicant Profile

Each applicant must include all information requested in the Applicant Profile. Applicant Profile must be signed by the authorized official who is a person with the legal authority to sign on behalf of the applicant.

Abstract

A brief description of the project including goals, population targeted, and number to be served. (150 CHARACTER LIMIT)

Project Narrative

This section of the application should contain a description of the proposed activities that demonstrates the applicant's understanding of the overall project being requested and the relevant legislation establishing the need for the available funds. The Narrative should include design and format of service delivery or format of any final deliverable (e.g., written report, public presentation, etc.). (30,000 CHARACTER LIMIT)

All applicants should use this section to:

- Clearly state the goals, objectives, and activities of the project.
- Articulate the strategy for accomplishing each goal and objective including a description of key project phases and milestones, timeline, specific tasks, activities, staff responsibilities, interim deliverables, and final products.
- Identify key partners involved in the project and the tasks they will complete on behalf of the project. Identify necessary partners needed to accomplish the proposed project plan, and explain how you currently collaborate or plan to collaborate with them to accomplish project goals and objectives.

Organization, Experience, and Qualifications of Applicant

This section should describe the capability of the applicant to fulfill the requirements of this RFA including:

- Information and evidence regarding the qualifications, experience, expertise, and capability of the applicant to respond to the RFA; and
- Past and present specific experience in successfully planning and implementing a project like that required in this RFA.

Performance Measures

Performance measures are values used to measure program outputs or outcomes. They represent the data/information that will be collected at the program level to measure the specific outputs and outcomes a program is designed to achieve. Outputs measure the products of a program's implementation or activities. These are generally measured in terms of the volume of work accomplished, such as amount of service delivered, staff hired, systems developed, sessions conducted, materials developed, policies, and/or procedures created.

Examples of performance measures include:

- Number of participants enrolled in job readiness training
- Number of participants enrolled in vocational training
- Number of participants enrolled in life skills training

- Number of participants who successfully complete training

Outcomes measure the benefits or changes for individuals, the criminal or juvenile justice system, or the community as a result of the program. Outcomes may be related to behavior, attitudes, skills, knowledge, values, conditions, or other attributes.

Examples of outcomes include:

- Increased rate of participants who become employed
- Increased engagement in reentry supports
- Increased rate of individuals who learn a vocation
- Decreased rate in recidivism

This section must describe the applicant's current capacity to collect, analyze, and report on data on identified outputs and outcomes; the applicant's plan for collecting and reporting this data during the grant period; and how, if at all, the applicants will use OVSJG funds to improve this capacity. The list of outputs and outcomes must be included in the Project Work plan and not as part of this section.

Evaluation Plan

Applicants must submit an evaluation plan that describes how the applicant intends to keep records of services provided, how services are provided, the number of clients served, and how the desired or intended changes and effects will be measured.¹ The plan for addressing both short-term and long-term goals must be included in the application. The evaluation plan must also indicate how it relates to the output and outcomes. If the applicant is continuing a current project, the application must provide an explanation of the effectiveness and impact of the project to date and whether modifications have been made to the current outputs and outcomes and evaluation plan.

Sustainability Plan

Applicants must submit a sustainability plan that discusses the prospects for continued funding for the project if grant funds are terminated and explain the efforts that have been made to continue the ideas, methods, techniques and operational aspects of the project when the grant funds are concluded. For agencies that received OVSJG grant funding in previous years (FY18-FY19), indicate if any new grants have been received from efforts made during that year. This section of the application should also indicate planned future sources of funding or proposed strategic planning efforts. If the applicant is requesting partial funding under this RFA to support an existing project, the applicant must state, with specificity, the amount of funding that will be used from other sources, and must identify those sources.

Corrective Action Plan

For applicants who received OVSJG funding in FY19 and are designated as high-risk, describe progress related to the corrective action plan.

¹ Applicants should identify data sources and explain how they come up with the intended number of individuals to be served.

Attachments

- ***Project Work Plan and Logic Model*** (*templates provided in ZoomGrants*)

Please attach a Project Work Plan that list all project goals, objectives, activities, and outcomes. Please utilize the logic model template provided and include a logic model explaining the logical relationships between the project narrative description of program activities, outputs, and outcomes.

- ***Project Budget*** (*template provided in ZoomGrants*)

The Project Budget Template **must** be used in the preparation of the budget and budget narrative. Please refer to the specific instructions under each budget category in the Project Budget Template for more information on budget requirements.

- ***Memoranda of Understanding and/or Letters of Support***

All applications **must** include letters of support (LOS) or memoranda of understanding (MOU) from any proposed project partners. These letters or memoranda should describe the relationship between the partner and the primary applicant(s), and the roles and responsibilities of each, including any funding that will be provided to each. These letters should also be representative of a multi-disciplinary support base and demonstrate the need, the intended use, and the expected results from the use of the grant funds.

What an Application Must Include

Application Checklist

The following information constitutes a complete response to this RFA and must be submitted before the deadline.

General Requirements

- ☐ Applicant Profile
- ☐ Abstract
- ☐ Project Narrative
- ☐ Organization, Experience, and Qualifications of Applicant
- ☐ Performance Measures and Evaluation
- ☐ Sustainability Plan
- ☐ Logic Model
- ☐ Project Work Plan
- ☐ Project Budget
- ☐ Memoranda of Understanding and/or Letters of Support

Administrative Requirements

- ☐ Audited Financial Statements of the organization's most recent fiscal year. Failure to submit them may lead to an automatic rejection of the application.
- ☐ DC Business License (or IRS determination letter as 501(c)(3))
- ☐ DC Clean Hands Certification
- ☐ Disclosure of Legal Proceedings
- ☐ Statement of Certification
- ☐ Certification Regarding Lobbying, Debarment, Suspension and Drug-Free Workplace
- ☐ Standard Assurances
- ☐ Roster of Board of Directors (if applicable)
- ☐ Key resumes and job descriptions
- ☐ Applicable staff license or certification required to perform services

Audit Requirement

All applicants are required to provide a copy of their most recent and complete set of audited financial statements available for their organization. The most recent and complete set of audited financial statements must be dated within one calendar year from the date of the application. **Applicants that received in the past fiscal year more than \$750,000.00 in funding from state and federal entities must also include their Single Audit Report.** If audited financial statements have never been prepared due to the size or newness of an organization, the applicant must provide, at a minimum, an Organizational Budget, an Income Statement (or Profit and Loss Statement), and a Balance Sheet certified by an authorized representative of the organization, and any letters, filings, etc. submitted to the IRS within the three (3) years before the date of the grant application. **Failure to include them may lead to an automatic rejection of the application. OVSJG also reserves the right to award funds under this RFA and withhold disbursement of funds pending a current audit report.**

Internal Revenue Service Requirement

All applicants must submit evidence of being a legally-authorized entity (e.g. 501(c)(3) determination letter), a current business license, and any correspondence or other form of communication received from the IRS within three years before submission of the grant application that relates to the applicant's tax status.

This requirement should not be construed to mean that all applicants are required to be a 501(c)(3) entity.

Disclosure of Legal Proceedings

All applicants are required to disclose in a signed written statement provided on organizational letterhead, the truth of which is sworn or attested to by the applicant's authorized official, whether the applicant, or where applicable, that its officers, partners, principals, members, associates or key employees, within the last three (3) years prior to the date of the application, has not:

- 1) Been indicted or had charges brought against them (if still pending) and/or been convicted of:
 - (a) Any crime or offense arising directly or indirectly from the conduct of the applicant's organization, or
 - (b) Any crime or offense involving financial misconduct or fraud; or
- 2) Been the subject of legal proceedings arising directly from the provision of services by the organization.

If the response is in the affirmative, the applicant shall fully describe any such indictments, charges, convictions, or legal proceedings (and the status and disposition thereof) and surrounding circumstances in writing and provide documentation of the circumstances.

Office of Tax and Revenue (OTR) Requirement

All sub-grantees must obtain and submit current year filing certification from the District of Columbia Office of Tax and Revenue (OTR) that the entity has complied with the filing requirements of District of Columbia tax laws, that they are current on all taxes including Unemployment Insurance and Workers' Compensation premiums and that the entity has paid taxes due to the District of Columbia, or is in compliance with any payment agreement with OTR.

Insurance Requirement

All sub-grantees will be required to provide in writing the name of all of its insurance carriers and the type of insurance provided (e.g., its general liability insurance carrier and automobile insurance carrier, workers' compensation insurance carrier, fidelity bond holder). OVSJG will provide additional guidance on all required documentation at the time of award.

Additional Requirements

OVSJG reserves the right to require additional certifications and/or information in accordance with applicable federal or District requirements including the [OVSJG Grant Management Policies and Procedures Manual](#) and the *City-Wide Grants Manual and Sourcebook*. OVSJG will provide written notice of any additional requirements at the time of the award.

Additional Information

Award Notification

The Office of Victim Services and Justice Grants follows the competitive process for awarding grants in accordance with the [OVSJG Grant Management Policies and Procedures Manual](https://ovsjg.dc.gov/page/grant-management-resources-grantees) (<https://ovsjg.dc.gov/page/grant-management-resources-grantees>) and the *City-Wide Grants Manual and Sourcebook* (www.opgs.dc.gov). All applications will be considered under the federal and District guidelines that determine allowable expenses and activities.

The Office of Victim Services and Justice Grants will notify all applicants of the final award decisions within ten working days of the determination. For those applicants receiving funding, this notice will include the amount of funds to be granted, identify any unallowable costs that the application contains, note any reduction in funding from the initial request, and outline the necessary steps the applicant must complete to establish the grant award.

Award Decision Review Process

An applicant has ten (10) calendar days from the date the notification letter is sent to request in writing a more elaborate explanation of OVSJG's decision.

The request shall be sent to the following address:

Office of Victim Services and Justice Grants
ATTN: FY 2020 PSN Funding
441 4th Street, NW, Suite 727N
Washington, DC 20001

It may also be submitted via email to: ovsjg@dc.gov. Please refer OVSJG [Grant Management Policies and Procedures](#) for complete guidelines.

Payments Provisions

The Government of the District of Columbia shall make payments on invoiced amounts in accordance with the terms of the grant agreement, which results from this RFA. Grant funds will be awarded on a cost-reimbursement basis. At any time or times before final payment and three (3) years thereafter, the Government of the District of Columbia may conduct an audit of the sub-grantee's expenditure statements.

Restrictions on the Use of Funds

In addition to any specific funding restrictions described in this RFA, all sub-grantees must expend grant funds in accordance with the cost principles delineated by the Office of Management and Budget (OMB) and the U.S. Department of Justice, Office of Justice Programs, Financial Guide https://ojp.gov/financialguide/doj/pdfs/DOJ_FinancialGuide.pdf, the [OVSJG Grant Management Policies and Procedures Manual](#) and the District of Columbia *City-Wide Grants Manual and Sourcebook*.

Funding to Faith-based Organizations

Applicants from faith-based organizations (FBO's) are invited and encouraged to apply for eligible grant activities described in this RFA. Faith-based organizations will be considered for awards on the same basis as other eligible applicants and will be treated on an equal basis with other sub-grantees should they receive an award. No eligible applicant or sub-grantee will be discriminated for or against on the basis of its religious character or affiliation, religious name, or the religious composition of its board of directors or persons working in the organization. However, grant funds may not be used to engage in inherently religious activities, such as proselytizing, scripture study, or worship. Funded FBOs may, of course, engage in religious activities; however, these activities must be separate in time or location from the OVSJG funded program. Moreover, funded FBOs must not compel program beneficiaries to participate in inherently religious activities. Funded faith-based organizations must also not discriminate on the basis of religion in the delivery of services or benefits.

Civil Rights Requirements

Successful applicants must be able to demonstrate compliance with federal and District Civil Rights requirements. If applicant is selected for a grant award, sub-grantees will be required to post and display the *District of Columbia Equal Employment Opportunity* poster in a conspicuous area accessible to employees; and appoint an Equal Opportunity (EO) Coordinator within the organization who will provide support and oversight to staff and service beneficiaries.

Applicants must agree to comply with the **District of Columbia Language Access Act**. The District's Language Access Program exists to ensure District residents who are limited or non-English proficient are afforded equal access to information and services provided by the District. Residents or visitors who speak little or no English must be offered interpretation services and/or translated documents when obtaining government services, as required by the Language Access Act of 2004. Language access includes access to certified interpreters and translated materials. *All applications should demonstrate a plan to ensure compliance with the District's Language Access Program.*

Non-discrimination in Hiring and/or Delivery of Services and Discrimination Reporting

In accordance with the below listed applicable federal statutes as well as District non-discrimination requirements, sub-grantees agree to not discriminate in their hiring practices and/or provision of services against any and all protected populations. In addition, sub-grantees agree to notify OVSJG within 48 hours of any and all employee or beneficiary formal complaints of discrimination against their organization, and to more generally comply with all civil rights hiring and beneficiary service policies and procedures as identified in the below listed applicable statutes. Applicable statutes may include the Omnibus Crime Control and Safe Streets Act of 1968 (34 U.S.C. §§ 10228(c) and 10221(a)); the Victims of Crime Act (34 U.S.C. § 20110(e)) ; the Juvenile Justice and Delinquency Prevention Act of 2002 (34 U.S.C. § 11182(b)); the Civil Rights Act of 1964 (42 U.S.C. § 2000d); the Rehabilitation Act of 1973 (29 U.S.C. § 794); the Americans with Disabilities Act of 1990 (42 U.S.C. § 12131-34); the Education Amendments of 1972 (20 U.S.C. §§ 1681, 1683, 1685-86); the Age Discrimination Act of 1975 (42 U.S.C. § 6101-07); the Violence Against Women Act (VAWA) of 1994, as amended, 34 U.S.C. § 12291(b)(13); and the Department of Justice's regulations implementing these civil rights statutes at 28 C.F.R. pt. 35, 42, and 54; and Ex. Order 13279 (Partnerships with Faith-Based and Other Neighborhood Organizations).

Contingency Clauses

- 1) OVSJG reserves the right to make changes to this RFA, based on any clarifications in the regulations, legislative changes, or funding level fluctuations from the Federal and/or District government. Funding for sub-grantees is contingent on continued funding from the grantor.
- 2) This RFA does not commit OVSJG to award grants or sub-grants. OVSJG reserves the right to accept or reject any or all applications. The agency will notify applicants of the rejected proposals. OVSJG may suspend or terminate an outstanding RFA pursuant to its own grant making rule(s) or any applicable federal or District regulation or requirement.
- 3) OVSJG reserves the right to issue addenda and/or amendments subsequent to the RFA process or to rescind the RFA.
- 4) OVSJG shall not be liable for any costs incurred in the preparation of applications in response to RFA. Applicants agree that all costs incurred in developing the application are the applicants' sole responsibility.
- 5) OVSJG may conduct pre-award on-site visits to verify information submitted in the application and to determine if proposed facilities are appropriate for the proposed services.
- 6) OVSJG may require applicants to enter negotiations and submit a price, technical or other revision of their proposal that may result from negotiations.
- 7) If there are any conflicts between the terms and conditions of the RFA and any federal or District law or regulation, or any ambiguity related thereby, then the provisions of the applicable law or regulation shall control and it shall be the responsibility of the applicant to ensure compliance.

Monitoring

The Grant Manager will monitor program services and financial administration pursuant to the terms of the grant agreement and will make onsite visits to the grantee's service facilities.

Monitoring efforts are designed to determine the grantee's level of compliance with federal and/or District requirements and identify specifically whether the grantee's operational, financial and management systems and practices are adequate to account for program funds. Failure to be in compliance with requirements may result in payment suspension, payment reduction, or termination of the grant. New grantees and grantees that have a high-risk classification must provide all financial back-up when submitting reimbursements and are also subject to more frequent onsite visits.

Risk Assessment Classification

If the application is awarded a grant, a risk assessment classification system will be used to assist in determining the level of sub-grantee monitoring to be performed and the frequency thereof. After a grant is awarded, the sub-grantee will receive a risk classification based on past financial and programmatic reporting of the sub-grantee, documentation submitted with the application, and other factors as detailed in the [OVSJG Grant Management Policies and Procedures](#).

Reporting

All grantees are required to submit quarterly programmatic reports and financial requests for reimbursement. The programmatic reports must indicate the status of the goals and objectives as determined by the grantee in their application. The grantee should also include any successes or challenges encountered during the report period. The financial reports indicate the status of program spending by category and are submitted along with all receipts, invoices or other documentation of expenditures, as required based on risk status. Both financial and programmatic reports are due no later than the 15th day after the end of the reported quarter. Fourth quarter financial reports will be due by the 10th of October.

Failure to submit complete programmatic reports by the date due will result in withholding of reimbursements, as well as a Notice of Programmatic Delinquency. More than one Notice of Programmatic Delinquency may result in the termination of funding for the fiscal year.

Inquiries

To ensure fairness and consistency, all questions not addressed in this RFA must be submitted in writing or by e-mail. **All questions must be received by August 30, 2019.** Questions and answers that result in an amendment to the RFA will be posted on the OVSJG website under Current Funding Opportunities (<https://ovsjg.dc.gov/page/current-funding>) and the Office of Partnerships and Grant Development, District Grants Clearinghouse at: <https://www.opgs.dc.gov>. Questions that can be answered by referring to sections of the RFA or that are specific to an applicant may be addressed by sending an email to ovsjg@dc.gov, Attn: FY20 Project Safe Neighborhoods Support Funding. Oral explanations or instructions given prior to the award of grants will not be binding.

Review Process

The Office of Victim Services and Justice Grants may use either internal peer reviewers, external peer reviewers, or a combination of both to review the applications under this RFA. An external peer reviewer is an expert in the field of the subject matter of a given solicitation who is NOT a current District of Columbia government employee. An internal reviewer is an expert in the field of the subject matter of a given solicitation who is a current District of Columbia government employee. Applications will be screened initially to determine whether the applicant meets all eligibility requirements. Only applications submitted by eligible applicants that meet all other requirements (such as timeliness, proper format, and responsiveness to the scope of the RFA) will be evaluated, scored, and rated by a peer review panel. Peer reviewers' ratings and any resulting recommendations are advisory only. In addition to peer review ratings, considerations may include, but are not limited to, underserved populations, strategic priorities, past performance, and available funding.

The final decision on awards rests solely with the Director of the Office of Victim Services and Justice Grants. After reviewing the recommendations of the review panel, information gathered during the internal review, and any other information considered relevant, the Director of OVSJG shall decide which applicants to fund and the amounts to be funded.

Tips for Proposal Preparation

OVSJG recognizes the level of time and effort that applicants must put into developing proposals for submission. In order to tailor the application process to be as efficient and expeditious as possible we request that each applicant adhere to the following:

- The Application Profile must be signed by the Authorized Official.
- Round all budget figures to the nearest dollar.
- Use the What an Application Must Include (page 7) checklist to guide the completion of your grant application packet.
- Use the templates provided for the Project Work Plan and Budget as guides for your application.

Appendix I – Strategic Action Plan



Project Safe Neighborhoods District of Columbia

STRATEGIC ACTION PLAN

FY 2019

**Principal funding support provided by:
Bureau of Justice Assistance, Office of Justice Programs,
U.S. Department of Justice**

**Prepared by:
The Criminal Justice Coordinating Council for the District of Columbia**



For the:



District of Columbia Office of Victim Services and Justice Grants

July 2019

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PROJECT SAFE NEIGHBORHOODS – DISTRICT OF COLUMBIA:

STRATEGIC ACTION PLAN FY2019

I. Problem Analysis

The Project Safe Neighborhoods (hereinafter, DC-PSN) initiative, led by the U.S. Attorney’s Office for the District of Columbia (USAO-DC), is a multi-agency collaborative effort with local District agencies and federal partners focused on addressing violent crime through focused enforcement and prevention/intervention strategies. DC-PSN leverages data, intelligence, and partnerships with communities and local organizations to address geographic concentrations of violent crime in the District.

Violent crime, particularly gun violence, continues to pose a major threat to public safety in the District of Columbia, with 18-24 year-olds facing the highest risk of violent crime arrest and victimization than any other age group.¹ While overall, violent crime decreased by 7 percent between 2017 and 2018, there was a 38 percent increase in homicides (116 to 160) in the District during this period. Thus far in 2019, there have been slight increases in homicides and robberies in comparison to the same time frame in 2018.

Table 1: 2017 and 2018 Year-End Crime Data²

Offense	2017	2018	Percent Change
Homicide	116	160	38%
Sex Abuse	297	273	-8%
Assault w/ a Dangerous Weapon	1,861	1,674	-10%
Robbery	2,180	2,034	-7%
Violent Crime-Total	4,454	4,141	-7%

Table 2: 2019 Year-to-Date Comparison³

Offense	2018	2019	Percent Change
Homicide	76	79	4%
Sex Abuse	150	106	-29%
Assault w/ a Dangerous Weapon	837	795	-5%
Robbery	954	993	4%
Violent Crime-Total	2,017	1,973	-2%

¹ Urban Institute Study of DC Crime – Risk of Violence Highest for 18-24 Year Old’s (March 2001)
<http://webarchive.urban.org/publications/900403.html>

² District Crime Data at a Glance <https://mpdc.dc.gov/page/district-crime-data-glance>

³ Year-to-Date Comparison as of July 2, 2019 <https://mpdc.dc.gov/page/district-crime-data-glance>

The District of Columbia is divided into seven Police Districts, each of which is further subdivided into five or more Police Service Areas (PSAs). Previous DC-PSN initiatives have targeted PSAs. However, violent crime is concentrated at the neighborhood level, with multiple neighborhoods comprising a single PSA. In some instances, neighborhoods encompass the boundaries of multiple PSAs.⁴

A June 2016 DC-PSN evaluation report noted that “as with many cities across the United States, crime is not randomly or equitably distributed across the District. Instead, crime geographically clusters, and usually at the micro-place level.”⁵ Violence in the District is concentrated in specific neighborhoods, which are geographically defined areas often less than one-mile in radius and even as small as three blocks. Within certain neighborhoods, individuals who grow up in or have family roots in the neighborhoods may identify or affiliate with the neighborhood “crew”, which is a loosely-knit organization similar to a gang, but usually less organized and more localized. Crews are frequently named after a housing development or neighborhood from which they are based. Certain neighborhood crews have historic rivalries with other crews, often in proximate neighborhoods, and these rivalries are known to result in inter-neighborhood violence. Table 3 below shows the top ten District neighborhoods with the highest numbers of violent crime committed with a gun.

After a review of recent neighborhood-level violent crime data and law enforcement intelligence on emerging hot spots for violent crime, DC-PSN partners have agreed to focus on emerging hot spots for violent crimes. Presently, the following four neighborhoods have been identified as hot spots: Washington Highlands, Congress Heights, Clay Terrace/NE Boundary, and Marshall Heights. While Clay Terrace/NE Boundary is not one of the top ten District neighborhoods with the highest numbers of violent crime (January 1, 2016 through April 30, 2019), recent law enforcement intelligence indicates a sharp increase in violent crime, particularly robberies, in this neighborhood. All four of the selected neighborhoods are located within Wards 7 and 8, and are within Police Districts 6 and 7.

⁴ See Appendix F – District of Columbia Citywide Neighborhoods and Police Service Areas

⁵ Project Safe Neighborhoods Youth Violence and Homicide Prevention Initiative in Washington, D.C (June 2016) Cynthia Lum, Ajima Olaghere, Christopher S. Koper, and Xiaoyun Wu. George Mason University, Center for Evidence-Based Crime Policy Department of Criminology, Law and Society (2013-GP-BX-0007) <https://cebcp.org/wp-content/cpwg/PSNDC-Lumetal.pdf>

Table 3: Top 10 Neighborhoods for Homicide (Gun), Assault with a Deadly Weapon (Gun), and Robbery (Gun) Combined - (January 1, 2016 – April 30, 2019)

NEIGHBORHOOD NAME	HOMICIDE-GUN		ADW-GUN		ROBBERY-GUN		VIOLENT CRIME W/ GUN TOTAL	
	#	%	#	%	#	%	#	%
Washington Highlands	24	18.8%	161	20.0%	96	11.4%	281	15.8%
Congress Heights	20	15.6%	116	14.4%	141	16.8%	277	15.6%
Columbia Heights	6	4.7%	76	9.5%	125	14.9%	207	11.7%
Historic Anacostia	15	11.7%	78	9.7%	73	8.7%	166	9.4%
Douglass	10	7.8%	66	8.2%	70	8.3%	146	8.2%
Marshall Heights	9	7.0%	67	8.3%	68	8.1%	144	8.1%
Deanwood	10	7.8%	60	7.5%	72	8.6%	142	8.0%
Petworth	6	4.7%	59	7.3%	74	8.8%	139	7.8%
Fairlawn	14	10.9%	62	7.7%	62	7.4%	138	7.8%
Hillsdale	14	10.9%	59	7.3%	60	7.1%	133	7.5%

II. DC-PSN Goal

The overarching goal of the DC-PSN initiative is to reduce gun violence through a comprehensive, multi-component strategy focused on 18-24-year-olds in the four identified neighborhoods in the District. This age group was selected because of the extent to which 18-24-year-olds have been perpetrators or victims of gun violence in the District. Specifically, from January 1, 2019 – June 13, 2019, 37 percent of persons arrested for a shooting offense and 32 percent of gunshot wound victims were 18-24-year-olds. In addition, research has shown that this age group, similar to juveniles, is receptive to rehabilitative efforts.

To achieve the goal of reducing gun violence, the DC-PSN will undertake a multi-pronged approach involving targeted and prioritized enforcement, leveraging ongoing citywide violence intervention efforts and community outreach. (See Appendix A for key DC-PSN partners). This strategic plan was developed through data analysis, a review of current city efforts and national best practices, and interviews with local and federal law enforcement personnel, as well as government and local leaders engaged in violence prevention work across the District. The plan is constructed around the 5 key components of the PSN framework: Leadership, Partnership, Targeted and Prioritized Enforcement, Prevention, and Accountability.

III. Law Enforcement Strategies to Address Violent Crime

A. Felon in Possession Program

As part of USAO-DC's Felon in Possession program launched in early 2019, USAO-DC and federal law enforcement partners will charge and prosecute cases in U.S. District Court (instead of in DC Superior Court) for previously convicted felons illegally possessing guns. Through the program, USAO-DC will leverage federal resources, including the Federal Bureau of Investigation (FBI), Drug Enforcement Administration (DEA), the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), and the U.S. Marshals Service (USMS) to support the Metropolitan Police Department (MPD) and the DC Department of Forensic Sciences (DFS) with complex criminal investigations. The deployment of federal resources for

cases of felons in possession will enhance the District's ability to trace the flow and sourcing of guns into the District.

B. Criminal Incident Reviews

To better understand the underlying dynamics driving gun and gang/crew-related violent crimes, DC- PSN Law Enforcement Task Force partners will periodically examine recent serious and violent crime data in the targeted neighborhoods to develop strategic intelligence on the locations, individuals, and contexts generating violence. This intelligence will be leveraged to enhance enforcement, intervention, and prevention strategies.

Through the Criminal Incident Reviews, PSN partners will identify patterns and trends in the targeted PSN neighborhoods and will standardize intelligence gathering and information sharing to focus law enforcement resources to address gun-involved violence.

C. Violent Offenders List

PSN partners will develop a list of chronic violent offenders known to reside or operate within the targeted PSN neighborhoods. The violent offender list will identify, based on prior violence, the individuals in those neighborhoods believed to be most at risk for involvement in gun crime. The list will be developed using both objective factors (i.e. criminal history, restraining orders, number and recency of arrests) and subjective factors (i.e. confidential informants, citizen reports, officer knowledge).

PSN Task Force members will determine the appropriate enforcement mechanisms for the individuals on the chronic violent offenders list, given individuals' particular circumstances. Potential targeted enforcement mechanisms include federal prosecution, prioritized warrant service, heightened community supervision, undercover investigations, and targeted narcotics purchases.

D. High-Risk Offender Deterrence

DC-PSN will coordinate with the U.S. Probation Office and the Court Services and Offender Supervision Agency (CSOSA), which provides supervision of adults on parole, probation, and supervised release in the District of Columbia, to develop methods of communication with probationers and parolees, particularly 18-24-year-olds, believed to be most at-risk for being involved in gun crime, as either offenders or victims. Modeled in part on elements of the successful Operation Ceasefire Program (Boston, MA),⁶ the DC-PSN High-Risk Offender Deterrence communication strategy will aim to achieve two goals: 1) educate high-risk individuals about federal firearm laws and the coordinated and aggressive cooperation between state and local law enforcement related to firearm and gang/crew

⁶Operation Ceasefire is a problem-solving police strategy that seeks to reduce gang violence, illegal gun possession, and gun violence in communities. The goals of the program are to carry out a comprehensive strategy to apprehend and prosecute offenders who carry firearms, to put others on notice that offenders face certain and serious punishment for carrying illegal firearms, and to prevent youths from following the same criminal path. As a deterrence strategy, the intervention assumes that crimes can be prevented when the costs of committing the crime are perceived by the offender to outweigh the benefits of committing a crime. It targets high-risk youths as well as serious and violent juvenile offenders. <https://www.crimesolutions.gov/ProgramDetails.aspx?ID=207>

violence, and 2) provide information linking the individuals to services and supports available in the District.

DC-PSN partners will develop supplemental materials to be distributed to high-risk individuals by U.S. Probation and CSOSA upon reentry. PSN partners will also leverage CSOSA Community Resource Day events, which provide information about key services and programs via videoconferencing to returning citizens who are soon-to-be released from incarceration. The topics covered include release planning and supervision; family strengthening and support; education; employment readiness, training and placement; health care, housing, faith-based partnerships and justice-involved individual community partnerships.

E. Collaboration with the MPD Summer Crime Initiative

Each summer since 2010, MPD has identified targeted areas that have experienced a high density of violent crime, specifically homicides and other gun-related incidents. Throughout the summer months, MPD focuses all available resources (including additional patrol support teams, narcotics enforcement units, gun recovery units, and dedicated SCI detectives), utilizes the latest crime-fighting technology, and collaborates with local and federal agencies and organizations in a coordinated effort to eliminate violent crime, remove dangerous and illegal guns, and hold repeat violent offenders accountable in targeted areas.

Activities under the Summer Crime Initiative (SCI) include:

- Combating violent crime through focused prevention and strategic enforcement;
- Identifying and arresting violent offenders through intelligence, tactical, gun recovery and patrol enforcement;
- Notifying offenders that if a crime occurs in target areas, all law enforcement resources will be utilized;
- Employing crime analysis to track and address crimes daily;
- Conducting outreach and youth/family programming.

MPD's SCI represents a natural opportunity for collaboration with DC-PSN, since three of the four PSN target neighborhoods are also 2019 SCI target areas (Washington Highlands, Congress Heights, Clay Terrace/NE Boundary). PSN partners will coordinate with MPD to share intelligence and resources to ensure that the gun violence prevention efforts conducted in SCI target areas throughout the summer are continued throughout the PSN grant period.

IV. Violence Prevention Strategies to Complement Enforcement

The District of Columbia has established a comprehensive array of community-based violence prevention and interruption initiatives designed to reduce the prevalence of violent crime. Outlined below is a brief summary of the current programs available, and the types of services and interventions provided. OVSJG will solicit proposals from community-based organizations to provide specific interventions for the targeted 18-24-year-old at-risk population in the targeted PSN neighborhoods that are designed to complement interventions currently underway.

Credible Messenger Initiative

The Credible Messenger Initiative at the Department of Youth Rehabilitation Services (DYRS) is a mentoring intervention program for youth committed to the agency, with a restorative justice philosophy for young people in the community at-large. The mission of the initiative is to connect all youth in the care and custody of DYRS to healthy homes and supportive communities, and to provide preventative supports to all youth in the District.

Credible messengers are neighborhood leaders, experienced youth advocates and individuals with relevant life experiences whose role is to help youth transform attitudes and behaviors around violence. They serve young people whose needs go far beyond the traditional mentoring approach of companionship, confidence-building and typical academic, social or career guidance. They are able to connect with the most challenging young people because they come from the same communities as the at-risk youth, are formerly incarcerated or justice-involved, have turned their lives around, and are skilled and trained in mentoring young people. The initiative promotes family and community engagement and connects youth to resources and relationships to promote success.

DC Office of Neighborhood Safety and Engagement (ONSE) Initiatives

Established in 2017, this mission of the DC Office of Neighborhood Safety and Engagement (ONSE) is to foster community-based strategies to help prevent violence and increase public safety. The agency's strategy is rooted in a public health approach to violence prevention, recognizing that reducing crime is not accomplished through law enforcement alone. The agency provides a wide array of services and supports to prevent violence and support families and survivors.

Family & Survivor Support Services

The Family & Survivor Support Services division within the ONSE provides wrap-around services to victims of violent crimes and their families. This program serves as the framework for the District's emergency critical response planning in reaction to all homicides and any shootings suspected of being gang/crew related. Through the facilitation of cross-agency critical response teams, ONSE immediately connect families to government programs and services.

Pathways Program

The Pathways Program aims to decrease criminal justice involvement and improve the outcomes of those most likely to be the victim or perpetrator of a violent crime. The Pathways Program encourages a broad health-based approach focused on reintegration services for at-risk young adults, including mental health, substance use, and employment. ONSE also employs restorative justice practices to help individuals take ownership of their actions, understand the impacts caused to victims, and acknowledge the role they play in rebuilding their communities.

Pathways is a relatively new initiative, launched in the summer of 2018. To date, there have been 48 young adult graduates of the Pathways Program, with 92 percent of Pathways graduates having avoided criminal involvement post-program completion.

Violence Intervention and Prevention Program

The Violence Intervention and Prevention Program reduces violence by establishing a strong presence in prioritized communities with high levels of violence. ONSE partners with residents, government agencies, and community-based organizations to reduce violence by building relationships with

individuals and families most at risk of being directly affected by violence. Currently, ONSE has contracts with three community-based organizations, which are present in 20 neighborhoods across the District; these organizations host community events and negotiate ceasefires between feuding groups. Three of the four DC-PSN target neighborhoods are current ONSE priority communities.

Community Engagement and Communications

The ONSE Community Outreach team organizes community events in priority neighborhoods to build community, promote available resources through pop-up resource fairs, and share information to make communities safer, through activities such as safety walks.

Office of the Attorney General – “Cure the Streets” Violence Interruption Program

The DC Office of the Attorney General (OAG) launched the Cure the Streets program in 2018. Cure the Streets is based on the successful CURE Violence model, employed in more than 100 cities nationwide and globally. This model uses a public-health approach and treats violence as a disease through three main actions:

- Interrupt: Interrupt potentially violent conflicts by preventing retaliation and mediating simmering disputes;
- Treat: Identify and treat individuals at the highest risk for conflict by providing support services and changing behavior; and
- Change: Engage communities in changing norms around violence (for instance, organize community responses to every shooting to counter normalization).

DC’s Cure the Streets carries out this model with a focus on using violence interrupters, who are credible residents with ties to the target neighborhoods. Currently, Cure the Streets has 19 staff working at two targeted sites: Wards 5 and 8.

DC Office of Victim Services and Justice Grants – Hospital-based Violence Intervention Program

The DC Office of Victim Services and Justice Grants (OVSJG) launched the DC Hospital-based Violence Intervention Program (HVIP) in 2016. The HVIP is based on a national model in which participating hospitals provide services to individuals, and their families, who have experienced a life-threatening intentional injury. The DC HVIP partners engage with victims and their families while they are in the hospital recovering to create a support system that can lead to long-term change. HVIP staff connect program participants with government and community-based services to promote healing, reduce revictimization, and prevent future violence.

The Office of Victims Services and Justice Grants (OVSJG) has awarded grant funding to provide hospital-based violence intervention services at five area hospitals:

- Medstar Washington Hospital Center (MWHC)
- Howard University Hospital (HUH)
- George Washington University Hospital (GWUH)
- United Medical Center (UMC)
- UMD Prince George’s Hospital Center (UMDPGHC)

OVSJG coordinates monthly meetings and case reviews between the HVIP, ONSE Violence Intervention and Prevention Program, and the Cure the Street Program.

DC-PSN Violence Prevention Initiative

The CJCC conducted interviews with agency leadership and staff, as well as with community-based violence prevention/intervention workers across the District to determine the most effective use for DC-PSN grant funds to engage at-risk youth in violence prevention programming. The majority of persons interviewed noted the urgent need for job readiness, life skills, and vocational training for at-risk youth in high violence neighborhoods. Preparing at-risk youth for employment and connecting them to employment resources was identified as being highly important to achieving violence reduction. Many expressed the importance of closely monitoring the organizations selected to ensure the services are being provided effectively.

Accordingly, OVSJG will solicit proposals from community-based organizations to provide job readiness training, vocational training, and life skills training for at-risk 18-24-year-olds within the four PSN target neighborhoods. OVSJG will require sub-grantees to provide detailed financial reports and provide data on performance measures and outcomes.

V. Community Engagement

The inclusion of, and engagement with, District community members and community leaders will be an integral component of the DC-PSN initiative. Community engagement is crucial to establishing the legitimacy of, and support for, DC-PSN efforts.

As an independent agency with membership comprising local and federal criminal justice agencies, the Criminal Justice Coordinating Council (CJCC) for the District of Columbia serves as the forum for identifying issues and their solutions, proposing actions, and facilitating cooperation that will improve public safety and the related criminal and juvenile justice services. During the FY2019 Strategic Planning Session, the CJCC members agreed that the top priority for the criminal justice system will be reducing the number of shootings in the District. One component of the CJCC's efforts to reduce shootings will be convening community-based events aimed at reducing gun violence in the District.

DC-PSN will leverage these CJCC community conversations, which will take place within the boundaries of the targeted DC-PSN neighborhoods, to educate District residents about city-wide violence prevention initiatives and provide information about existing gun laws and penalties, as well as PSN's prioritized enforcement of those laws. Community outreach will be facilitated through collaboration with neighborhood associations, including District Advisory Neighborhood Commissions (ANCs), and government agencies, including ONSE, which has a strong presence in District communities. These community convenings will also serve as a vehicle for gathering feedback from District residents on DC-PSN efforts throughout the grant period.

In addition to the CJCC community events, DC-PSN will also leverage ongoing the ongoing community engagement efforts of the ONSE Community Engagement and Communications outreach teams, and the DC Cure the Streets Program, described under Section III above. DC-PSN partners will work collaborate with the District's Hospital-based Violence Intervention Program (HVIP), which provides services to individuals, and their families, who have experienced a life-threatening intentional injury. HVIP staff connect program participants with government and community-based services to promote healing, reduce revictimization, and prevent future violence. OVSJG has awarded grant funding to provide hospital-based violence intervention services at five area hospitals.

DC-PSN partners will also explore the establishment of a community messaging campaign, in collaboration with MPD, on the importance of building positive relationships between law enforcement and community members in order to prevent and reduce the prevalence of violent crime in District communities. In March 2019, CJCC published the results of a city-wide police-community relations survey, which demonstrated that while most city residents reported positive perspectives of law enforcement in the District, there is room for improvement with respect to those relationships for African American residents.⁷

VI. Accountability

Monitoring Progress, and Charting Mid-Course Corrections

DC-PSN members will meet monthly to review best practices and evidence-based research to aid in project outcomes and conduct the project evaluation at the end of the grant. DC-PSN Taskforce members will meet quarterly with the selected community-based service provider and OVSJG to discuss progress, challenges, successes and mid-course corrections. Similarly, the DC-PSN Law Enforcement Taskforce will convene quarterly to discuss the progress, challenges and successes of the targeted law enforcement strategies, and whether any corrections in implementation are required.

Tracking Progress and Monitoring Violent Crime Trends

The DC-PSN initiative will review both output and outcome measures, but will place an emphasis on achieving outcomes, i.e., reduced gun violence. With respect to output measures, on a semi-annual basis, CJCC in collaboration with OVSJG and USAO-DC, will coordinate the collection of the following data from PSN partners with respect to the target areas:

- Number of Felon in Possession cases USAO-DC filed in U.S. District Court and D.C. Superior Court
- Number of persons on the known violent offender list who were arrested
- Number of persons on probation, parole, or supervised release who participated in the DC-PSN High-Risk Offender Deterrence communication strategy
- Number of persons who graduated from the ONSE Pathways program
- Number of victims engaged through the Hospital-based Violence Intervention Program
- Number of persons who attended the gun violence awareness community conversations facilitated by CJCC

For outcome measures, on a monthly basis, CJCC in collaboration with MPD, will provide the PSN Taskforce with an analysis of gun-related crimes reported in each of the target areas, by month, to help determine progress towards reducing gun violence. Crime categories that will be monitored include: homicide w/gun, assault with a dangerous weapon w/gun, robbery w/gun, and other violent crime w/gun. It is important to note, however, that because the focus of the violence prevention initiatives will be on providing job readiness, vocational, and life skills training, the effect that these particular efforts have on gun-related violent crime will likely not be realized in the short term.

Ensuring Strategies Remain Targeted and Prioritized

This proposal represents a commitment to implement a long-term, intelligence-driven crime reduction strategy in the District of Columbia that builds on the successful work of previous DC-PSN efforts. The DC-PSN has focused on creating strong cross-sector partnerships with federal and local prosecutors, law enforcement agencies, probation officers, and other stakeholders. Long-term partners include USAO-DC, the Office of the Attorney General (OAG), the Bureau of Alcohol Tobacco Firearms and Explosives (ATF),

⁷ Police-Community Relations Survey (March 2019) <https://cjcc.dc.gov/page/statistical-analysis-center>

the Federal Bureau of Investigation (FBI), the Drug Enforcement Agency (DEA), and the Metropolitan Police Department (MPD). These partnerships will continue beyond the period of PSN funding through BJA, as all DC-PSN partners agree that long-term reductions in gun violence will require consistent and ongoing collaboration.

Additionally, the District of Columbia has demonstrated its commitment to the long-term sustainability of violence reduction, with the establishment and funding of the Neighborhood Engagement Achieves Results (NEAR) Act, which establishes a wide range of public safety initiatives designed to reduce violent crime, reform criminal justice provisions, and improve community-police relations, including the establishment of the DC Office of Neighborhood Safety and Engagement (ONSE).⁸

⁸ NEAR Act Implementation Progress <https://saferstronger.dc.gov/page/near-act-safer-stronger-dc>

Appendices

Appendix A - Identifying Key PSN Partners

Criminal Justice Partners:	Involved in Planning	Involved in Implementation
Police (local)	Metropolitan Police Department	Yes
Federal law enforcement (specify)	FBI, ATF, DEA, USMS	Yes
Prosecutor's Office	DC Office of the Attorney General	Potential Involvement
U.S. Attorney's Office	Yes	Yes
Community Corrections	Yes	Potential Involvement
Department of Corrections	No	Potential Involvement
State Probation and/or Parole	N/A	N/A
US Probation	Yes	Yes
Research partner	Yes	Yes
Fiscal Agent	Yes	Yes
Department of Youth Rehabilitation Services	Yes	Potential Involvement
Local Government:		
Schools	Yes	Potential Involvement
Executive (Mayor's Office, Manager)	Yes	Potential Involvement
Public Housing	Yes	Potential Involvement
Community Stakeholders:		
Faith Community	Yes	Potential Involvement
Neighborhood Associations	Yes	Potential Involvement
Foundations	No	No
Social Services	Yes	Potential Involvement
Outreach Workers	Yes	Yes
Trauma Center	Yes	Potential Involvement

Appendix B – Sources of Data for Analyzing Problem

What types of data and sources of information have you gathered and analyzed?	
Calls for police service	No
Police incident reports	No
Street level intelligence	Yes
Systematic crime incident reviews	Yes
Shots fired/ShotSpotter	Will be reviewed throughout
NIBIN (National Integrated Ballistics Intelligence Network); Gun tracing	Yes
Gun crime case processing (e.g., GUNSTAT)	Will be conducted throughout
Citizen perceptions	Yes
Community characteristics	Yes
Other	Three-year review of crime statistical data
What types of analysis have you conducted?	
Trend analysis	Yes
Crime mapping	Yes
Risk Terrain Modeling	Yes
Social Network Analysis	Will be reviewed throughout
Gang audits	Yes
Repeat violent offender patterns	Yes
Other	

Appendix C - Problem Analysis Summary

Based on your analysis of violent crime patterns, to what extent are the following drivers of violent crime in your target area? (repeat if multiple target areas)		
Washington Highlands, Congress Heights, Clay Terrace/NE Boundary, Marshall Heights	Rate (1=highest priority; 2=priority; 3=concern but not as significant relative to others; 4=does not appear to drive a significant amount of our violent crime)	Note if this will be a focus of your violence reduction strategy
Gangs or violent street groups	1	Yes
Geographic hot spot areas	1	Yes
Felons in possession	1	Yes
Prolific (chronic) violent offenders	1	Yes
Street disputes	1	Yes
Household/family/neighbor disputes	3	No
Intimate partner violence	4	No
Illegal drug markets	2	Possibly
Other (specify)		

Appendix D - Linking Law Enforcement Strategies to Problem Analysis

For each identified driver of violent crime, what strategies have you identified to address the problem?	
Insert Drivers of Violent Crime that your team has prioritized (from Appendix C)	Strategies
Gangs or violent street groups	Criminal Incident Reviews Violent Offenders List
Geographic hot spot areas	Crime Mapping and Risk Terrain Modeling will be employed to identify hot spot areas within the targeted PSN neighborhoods.
Felons in possession	USAO is coordinating with local and federal law enforcement partners to ensure that felons in possession are prosecuted in the most appropriate venue.
Repeat violent offenders	Chronic Violent Offender List initiative – a data-driven initiative targeting specific offenders who are currently active in criminal activity by using objective measures such as: criminal history, temporary restraining orders, and number and recency of arrests, as well as subjective criteria such as: confidential informants, citizen reports, tips, officer knowledge, and other anecdotal information.
Illegal drug markets	Individuals believed to be connected to drug trafficking, identified through the Chronic Violent Offender List and Crime Incident reviews will be targeted, with an emphasis on violent offenders and drug dealers possessing firearms.

Appendix E - Prevention Strategies

Identify prevention strategies that focus on high-risk people and places?	
People (e.g., high risk youth; gun involved former prisoners returning to community; shooting victims; community engagement & awareness)	Strategies
High-Risk Juveniles who are returning to high crime areas of the District, including the targeted DC-PSN neighborhoods	The Credible Messenger Initiative focuses on partnerships with unique individuals who can relate to and build trusting relationships with committed youth as well as incarcerated young adults and their families.
High Risk Juveniles not currently incarcerated	DC-PSN will leverage the Credible Messenger Initiative, Cure the Streets, and ONSI initiatives to target high-risk youth. Provide job readiness, vocational, and life skills training for at-risk youth.
High Risk Adults currently incarcerated	The DC-PSN will leverage CSOSA Community Resource Day events, which provide information about key services and programs via videoconference to returning citizens who are soon-to-be released from incarceration. The topics covered include release planning and supervision, family strengthening and support; education; employment readiness, training and placement; health care, housing, faith-based partnerships and Justice Involved Individual community partnerships.
Target Enforcement Areas	Implement high-risk offender deterrence to deter continued violence by presenting chronic offenders with the choice between support for changing their behavior or coordinated law enforcement action if they choose not to change.

Appendix F – District of Columbia Citywide Neighborhoods and Police Service Areas Map

