



# **MAYOR'S OFFICE ON RETURNING CITIZEN AFFAIRS**

## **FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT**

**JANUARY 15, 2023**

# CONTENTS

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<b>Contents</b>	<b>2</b>
<b>1 Mayor’s Office on Returning Citizen Affairs</b>	<b>3</b>
<b>2 2022 Accomplishments</b>	<b>4</b>
<b>3 2022 Objectives</b>	<b>6</b>
<b>4 2022 Operations</b>	<b>7</b>
<b>5 2022 Strategic Initiatives</b>	<b>8</b>
<b>6 2022 Key Performance Indicators and Workload Measures</b>	<b>10</b>

## **1 MAYOR'S OFFICE ON RETURNING CITIZEN AFFAIRS**

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*Mission:* The Office on Returning Citizen Affairs will serve to provide advocacy, constituent services, and information for the empowerment of previously incarcerated persons in order to create a productive and supportive environment for persons returning to the community.

*Services:* The Office on Returning Citizen Affairs will use all available resources to better acclimate and smooth the transition of returning District residents to the community. The office will provide access to job readiness programs, connect residents to employment opportunities, offer comprehensive case management services, and connect incarcerated residents to their families. This will be accomplished through collaborating with various District agencies and programs to serve this segment of the population.

## 2 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
Promise Rides	Any service that aids in removing barriers for returning citizens allows us to best serve our constituent base and focus on other areas that may cause one to recidivate. The level of the program coordination does require us to look into other staffing opportunities to coordinate this service.	Returning citizens face transportation barriers when trying to successfully reintegrate back into society. Majority of Returning Citizens after incarceration return to severely underserved communities and families. When trying to reacclimate back into society transportation is crucial. Often Returning Citizens do not have the funding to meet their imminent needs. This service allows Returning Citizens to have five free round-trip rides to any activity related to reentry. Most of our constituents use this to go to different social service agencies and community-based organizations that support them in successfully reintegrating. Several constituents used this service to get to employment opportunities. This service aides in leveling the playing field for returning citizens, while removing a major barrier.
Submitted Housing Vouchers for 62 Individuals	With the increase voucher this allowed us to both serve our clients and partner with other community-based organizations that did not have access to vouchers. This gave us an opportunity to collaborate and strengthen relationships with other experts in the field.	Housing continues to be a barrier for a number of DC Residents. Returning Citizens face another level of hardship and hurdles even after receiving financial support through a voucher. Many housing developments discriminate against returning citizens due to their past criminal record. When one comes home, they do not have a credit history or a gap in credit history due to their incarceration. Once the criminal record is ran most development find reasons not to house Returning Citizens. While these barriers are not completely removed with a voucher, having a financial guarantee increases their opportunities. It also allows them to successfully build relationships with their children and family members while removing the housing barrier

(continued)

Accomplishment	Impact on Agency	Impact on Residents
Job Readiness	This collaboration allows us to one partner with other workforce teams that are interested in serving Returning Citizens while advocating for their unique needs and barriers that are faced during employment and after incarceration.	The Job Readiness program was a collaborative partnership with three community-based organizations. Who saw a need to collaborate on workforce activities that allow each agency to serve returning citizens through their expert lens instead of in silos. MORCA was able to add 20 individuals to each cohort which allow us to recommend individuals who needed some soft skills, digital literacy, professional behavior training and much more.

### 3 2022 OBJECTIVES

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Strategic Objective	Number of Measures	Number of Operations
Completion of individualized case management, workforce and follow-up assessment plans and connecting constituents to essential government and community-based services such as housing, employment and job readiness, behavioral and physical health services, educational and vocational training, clothing, food, and legal services.	4	2
Assist with removing barriers and reducing the rate of recidivism, by identification of employers, employment training, and vocational training programs that will assist returning citizens with successful reintegration.	5	3
Develop a robust collaborative working relationship with DC Government agencies that offer vocational training, apprenticeship, education, employment and employment training, housing assistance, mental health services, and general health services.	1	3
Create and maintain a highly efficient, transparent, and responsive District government	4	0

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## 4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
<b>Completion of individualized assessment plans and connecting constituents to essential government and community-based services such as housing, employment and job readiness, behavioral and physical health services, educational and vocational training, clothing, food, and legal services.</b>		
Case Management	Conduct intakes and individualized assessments with returning citizens; develop case plans based on 30-, 60-, 90-, 120- and 180-day life cycles.	Daily Service
Coordination	Refer returning citizens to housing, employment, vocational training, legal education, health, and job readiness services	Key Project
<b>Assist with removing barriers and reducing the rate of recidivism, by identification of employers, employment training, and vocational training programs that will assist returning citizens with successful reintegration.</b>		
Advocating for clients	Establish a tracking system to ensure returning citizens are referred to training opportunities.	Daily Service
Increase Hiring	Increase the hiring of returning citizens, by identifying and developing relationships with local and national companies that hire returning citizens.	Daily Service
Coordination	Refer returning citizens to government funded community based organizations that have the expertise of providing workforce development, life skills, and mentoring programs for returning citizens.	Daily Service
<b>Develop a robust collaborative working relationship with DC Government agencies that offer vocational training, apprenticeship, education, employment and employment training, housing assistance, mental health services, and general health services.</b>		
Communication.	On-going and frequent communication with outreach and program personnel to ensure there's a steady flow of information pertaining to both government and community programming.	Daily Service
Government Programs.	Identify programs that assist with removing the unique barriers of returning citizens.	Daily Service
Community participation.	Participation in community-based working groups, roundtables and symposiums.	Daily Service

## 5 2022 STRATEGIC INITIATIVES

In FY 2022, Mayor's Office on Returning Citizen Affairs had 7 Strategic Initiatives and completed 71.43%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
Establish an Employment Referral System.	In FY22, MORCA will strengthen its formal referral system to ensure returning citizens are connected to training opportunities.	25-49%	MORCA workforce team focus on strengthening partnerships with employers and training experts. This allows for staff to be able to directly refer individuals to work opportunities. MORCA is still in the beginning phases of developing an effective system that does not allow individuals to fall between the cracks. MORCA continue to look at different opportunities and best practices to strengthen its referral system. MORCA intends to hire workforce specialist supervisor that has the skill set and prior experience to elevate MORCA workforce process.	MORCA intends to hire workforce specialist supervisor that has the skill set and prior experience to elevate MORCA workforce process.
Peer Navigator Support	Assist with removing barriers and reducing the rate of recidivism, by identification of employers, employment training, and vocational training programs that will assist returning citizens with successful reintegration.	Complete	MORCA, has increased all its outreach efforts across the board while being intentional about workforce and employment partnerships since employment is a major barrier returning citizens face. MORCA, recognize that with the huge influx of returning citizens coming home from a long sentence that there was a need for a training that specialize in their needs, while educating them on professional behavior, digital literacy and soft skills.	
Collaboration across the government	Participate in at least 20 community outreach events put on by other agencies.	Complete	MORCA, has increased outreach drastically with the participation in several agencies' community resource events. On average MORCA attends two to four outreach events from July to September. On average MORCA conducted 39 outreach events this quarter. MORCA continues to look for creative ways to connect to their constituent base increase outreach and partnership.	



Returning Citizen Coalition Working Group	MORCA will strengthen its returning citizen coalition working group comprised of returning citizen advocates, government agencies, and community-based organizations. The working group will focus on strengthening service delivery for returning citizens amongst government agencies and community-based organizations.	Complete	MORCA has done an extraordinary job with connecting with advocates, government agencies and community-based organization and the effort to strengthen service deliveries for returning citizens. MORCA has partnered with other government agencies with share goals to connect with District residents and inform them of our services.	
Host Roundtables	Host at least four returning citizens roundtables	Complete	MORCA, has been able to host three roundtables this year and while we have not met the goal of sixteen; we have partner with several government and private agencies to conduct roundtables.	
Regular Participation in Inter-Agency Task Force Groups	Participate in at least 6 relevant inter-agency task force groups.	Complete	MORCA will continue to look for opportunities and taskforce so that we could advocate for returning Citizen's needs. MORCA currently is active and 6 relevant enter agency task force outside of our Commission commitment: Public Safety and Justice Equity committee. Guaranteeing voting right to people in felony conviction. DMPED, Returning Citizens listen session Jobs not Guns Planning Committee Meeting Reentry Steering Committee Thriving Families Safer Children steering Committee meeting.	
Connect Constituents to Employment Opportunities.	In FY22, MORCA will establish and implement the Access to Jobs Pilot Program that will provide a minimum of 5 grants to employers to support the hiring of returning citizens.	0-24%	MORCA has been working tirelessly to develop a successful strategy to implement access to jobs. MORCA has worked with several agencies to try to implement this pilot program. MORCA has been able to hire a staff to oversee this initiative with grant skills. MORCA hopes to be able to operationalize this program next fiscal year.	Last Fiscal year MORCA did not have the infrastructure to implement access to jobs.

## 6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
<b>Completion of individualized assessment plans and connecting constituents to essential government and community-based services such as housing, employment and job readiness, behavioral and physical health services, educational and vocational training, clothing, food, and legal services.</b>											
Percent of returning citizens referred to government and community-based programs and services, identified in their individualized case plan	Up is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	97.51%	-	
Percent of returning citizens that complete vocational training programs	Up is Better	New in 2021	39.9%	40%	195.2%	59.7%	41.3%	98.6%	86.7%	Met	
Number of new strategic partnerships and collaborations of coordinated services offered through government agencies and community-based organizations supporting returning citizens.	Up is Better	New in 2022	New in 2022	New in 2022	6	38	20	25	83	-	
Percent of returning citizens that successfully obtain employment	Up is Better	New in 2021	23.8%	24%	16.4%	93.1%	55.1%	83.3%	67.2%	Met	
<b>Assist with removing barriers and reducing the rate of recidivism, by identification of employers, employment training, and vocational training programs that will assist returning citizens with successful reintegration.</b>											
Percent of returning citizens referred to and completing employment training programs.	Up is Better	New in 2021	41.1%	42%	50.6%	23.3%	50.9%	35.4%	45.3%	Met	
Percent of returning citizens that successfully complete training programs who obtain industry recognized credentials and start new employment opportunities.	Up is Better	New in 2021	31.6%	33%	Waiting on Data	72.6%	No data available	30.2%	56.5%	Met	
Number of employer relationships developed in Wards 7 and 8	Up is Better	New in 2022	New in 2022	New in 2022	3	Waiting on Data	17	37	54	-	
Number of returning citizens interviewed through employer relationships (outside of job fairs)	Up is Better	New in 2022	New in 2022	New in 2022	84	50	39	237	410	-	

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Number of returning citizens attending job fairs	Up is Better	New in 2022	New in 2022	New in 2022	Waiting on Data	Waiting on Data	No data available	259	312	-	
<b>Develop a robust collaborative working relationship with DC Government agencies that offer vocational training, apprenticeship, education, employment and employment training, housing assistance, mental health services, and general health services.</b>											
New pilot programs or policy recommendations developed on improving service delivery for returning citizens.	Up is Better	New in 2021	3	5	1	3	1	9	13	Met	

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
<b>Case Management</b>							
Number of Strategic Partnerships	New in 2021	23	31	38	65	92	195
Number of employment training collaborations	New in 2021	48	8	17	27	39	83
Number of returning citizens that receive case plans	New in 2021	1063	275	209	287	343	839
<b>Coordination</b>							
Number of returning citizens attending behavioral health services	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5.11%
Number of clients assigned to peer navigators	New in 2022	New in 2022	98	280	147	414	939
<b>Advocating for clients</b>							
Number of returning citizens remaining employed after the first year	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	127
Number of employers hiring returning citizens	New in 2021	21	89	89	87	87	263
Number of returning citizens hired.	New in 2021	67	12	20	30	235	297
Number of returning citizens that are employed for at least 60 days.	New in 2021	78	4	11	10	266	287
Number of returning citizens that are employed for at least 90 days.	New in 2021	91	9	9	20	248	277
Number of returning citizens that are employed for at least 120 days.	New in 2021	169	11	11	17	154	182
<b>Communication.</b>							
Number of returning citizens referred to workforce development, life skills and mentoring programs.	New in 2021	461	214	409	520	124	1053
<b>Community participation.</b>							
Number of governmental agencies represented as coalition members	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2
Number of community-based, non-profit and faith-based organizations represented as coalition members	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3
Number of returning citizens advocates represented as coalition members	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available
Number of barriers identified by the working group quarterly	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4
Number of meeting convened	New in 2022	New in 2022	Waiting on Data	82.2%	406.7%	344.4%	277.8%

Workload Measures (continued)

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Number of EOTR organizations that joined coalition yearly	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	28
Number of formal partnerships with community-based organizations that have the capacity to dedicate program slots to returning citizens.	New in 2021	61	19	47	47	51	145
<b>Government Programs.</b>							
Number of times MORCA participated in community-based working groups, roundtables and symposiums.	New in 2021	82	24	17	22	27	66