

COMMITTEE ON HOUSING

ROBERT C. WHITE, JR., CHAIR
COUNCIL OF THE DISTRICT OF COLUMBIA

December 18th, 2023

Lamont Carey
Director
Office on Returning Citizen Affairs
2100 Martin Luther King, Jr. Avenue, SE
Suite 100
Washington, DC 20020

Dear Director Carey:

The Committee on Housing will be scheduling a Performance Oversight Hearing on the Office on Returning Citizen Affairs (“the Office”) in early 2024. The Performance Oversight Hearing will be held in a hybrid fashion, but we request your attendance in person if possible. Once scheduled, the hearing will utilize the Council’s new Hearing Management System at <https://lims.dccouncil.gov/hearings/> as the preferred mechanism for witness sign-up and the receipt of written testimony. Witnesses who need assistance are always welcome to contact the Committee directly at housing@dccouncil.gov or at (202) 727-8270.

To ensure a productive oversight hearing, it is the Committee’s preference that you arrive in time to listen to any public testimony provided with respect to the Office prior to providing your own testimony. In addition, the Committee requests that you submit your written testimony to the Committee at least 48 hours prior to the commencement of the hearing. Please limit your testimony at the hearing to approximately 10 minutes.

Finally, it is the practice of the Committee to send each agency a series of written questions in advance of an oversight hearing. To that end, please review the attached list of questions and return your answers by the close of business, Friday, January 19th, 2024, to housing@dccouncil.gov. Please provide an electronic version of your answers with text responses in a single document, with clearly marked attachments where necessary. If the documents are too large to send by e-mail, please contact the Committee for further instructions. Please do not submit sensitive, non-public, or personally identifiable information.

If you have any questions, please feel free to contact the Committee on Housing at housing@dccouncil.gov. Thank you in advance for your timely response.

Sincerely,

Robert C. White, Jr.
Councilmember, At-Large
Chair, Committee on Housing
Council of the District of Columbia

GENERAL QUESTIONS

1. Please provide the agency's mission statement.

MORCA provides advocacy, constituent services, and information for the improvement of previously incarcerated persons to create a productive and supportive environment for persons returning to the community.

2. Please list any statutory mandates that the agency lacks sufficient resources to fully implement.

MORCA is funded appropriately to execute its mission statement above, and the statutory mandates assigned to the agency.

3. Please list all reporting requirements in the District of Columbia Code or Municipal Regulations that the agency is required to complete in FY 23 and FY 24, to date. For each requirement, please list the date the report was required and the date it was produced. If the agency did not produce the report on the mandated timeline, please explain why.

There is a statutory requirement that MORCA is to facilitate the coordination of outside entities to create a comprehensive needs assessment for children of incarcerated parents (See D.C. Code § 24-1302(b)(2) (N-O)).

MORCA has teamed up with the awarded partner, the University of District of Columbia, who will complete the comprehensive needs assessment. The UDC is currently recruiting participants for the case study.

4. Please list and describe any regulations promulgated by the agency in FY 23 or FY 24, to date, and the status of each.

MORCA did not promulgate any regulations in FY23 or FY24, to date.

5. Please explain any significant impacts on your agency of any legislation passed at the federal or local level during FY 23 and FY 24, to date.

There has been no legislation passed during FY23, and FY24, that significantly impacted the agency, outside of the legislation passed in connection with the FY24 budget, which provided the funding for staffing, operations, and programming.

6. What is the agency's top five priorities? Please explain how the agency expects to address these priorities in FY 24.

1. **Public Safety:** In FY24, MORCA will continue agency outreach efforts to engage returning citizens who are not aware of our services, continue building relationships with all stakeholders and expanding collaborations with DC government agencies, federal

governments agencies, local nonprofits and the private sector. These collaborations can help returning citizens to quickly receive important services, like vital record assistance, social services, child custody/support assistance, housing resources, mental/physical/substance abuse access, transportation support, education, job training and employment opportunities. Assisting returning citizens with accessing these critical services will assist them with having a smoother reintegration into our communities, their families and reduce recidivism.

2. **Hiring:** In FY24, MORCA will continue to seek out certification programs that are nationally recognized to increase employability of its clients. The agency will refer clients to skill building programs that pay stipend or minimum wage to encourage retention and sustainable support moving forward. MORCA will encourage businesses to apply for Access to Jobs grants to increase returning citizens hiring.
3. **Full Citizenship:** MORCA will continue to engage with clients and work with stakeholders, partners and others to identify policy, procedures and practices that will ensure returning citizens can successfully navigate return and integration when they return home.
4. **Highlighting Ward 8:** MORCA is located in Ward 8 where a large majority of our clients reside. The Mayor's investment in the ward, has created opportunities for returning citizen entrepreneurs to open retail stores, employment opportunities at Sycamore and Oats, attend boxing and basketball games at the Entertainment & Sports Arena, and move into apartment of the St. Elizabeth Grounds. Soon clients will be utilizing the hospital to address medical needs. As the ward transforms, we aim to ensure clients are part of the building of the Ward, living in the ward and securing a career in the Ward.
5. **Housing:** Housing remains a barrier for returning citizens. MORCA has and will continue to explore housing programs that welcome returning citizens as well as look at housing opportunities that fit the age, health, and income level of returning citizens. MORCA has increased the number of referrals to Oxford House, a housing program for individuals in recovery and residents split the cost of the bills amongst themselves. MORCA has also established a relationship with the US. Vets is the largest contractor to Dept. Of Veteran Affairs. They provide two years of housing for veterans. They welcome those who are returning citizens. MORCA was recently contacted by a housing complex that is interested in providing long term housing for employed returning citizens. MORCA is also collaborating with Court Services and Offender Supervision Agency (CSOSA) to provide supportive housing for clients under their supervision.

In FY24, MORCA will continue to develop relationships with industries that can provide training, apprenticeships, and careers for our clients so that they can make a livable wage, specifically to afford stable housing. Since many of our clients are interested in CDL, entrepreneurship, IT, real estate, personal training, paralegal, hospitality and building maintenance programs, these are industries MORCA is taking a closer look at and see where piloting programs can be established.

7. What are the metrics regularly used by the agency to evaluate its operations? Please be specific about which data points are monitored by the agency.

MORCA has a performance plan that is tracked through the QuickBase data system. MORCA monitors key performance indicators (KPIs) and strategic initiative set up by the Executive Director. The agency's goals and projects are assessed on a quarterly basis. As part of our KPI's, we track case management, advocacy opportunities, referrals, strategic partnerships, assessments, employment and employer relations, community collaboration, and social and behavioral health services.

In FY22, MORCA began to capture the frequency of touch points to better monitor impact. In addition, MORCA tracks its ARPA Peer Navigator initiative/program metrics and spending in the DC Recovery portal, as part of the federal requirements attached to the program. In FY23 MORCA continued the process of partnering with OCTO and the Mayor's Office on Innovation on streamlining current data collection and system recommendations.

8. Please describe any new initiatives or programs that the agency implemented in FY 23 and FY 24, to date, to improve the operations of the agency. Please describe any funding utilized for these initiatives or programs and the results, or expected results, of each initiative.

MORCA-SHE: Focuses on women returning citizen's unique needs/experiences to connect them to needed resources, identify potential legislative needs, and to create a community. The initiative started late FY23 with an intimate group of 25 women. The agency hosted three sessions. In FY24, MORCA's goal is to conduct a minimum of six sessions.

MORCA Taking Care of Business: Focuses on supporting new returning citizens entrepreneurs to build their brands, decrease negative stereotypes regarding returning citizens, increase pathway to the middle class and connect to potential customers by conducting pop-ups in different quadrants around the District. In FY23, MORCA successfully executed pop-ups that took place in Ward 4, 5, 8, 7, 8 and 1. The pop-ups were completed without using any government funding, just agency employee time to organize.

Collaboration with Agencies and Organizations: MORCA established a weekly meeting with a representative from CSOSA, who comes to MORCA specifically to assist with troubleshooting challenges with clients under CSOSA supervision. This partnership has been instrumental in improving communication amounts clients and peer navigators. CSOSA provides peer navigators with updated contact information (address and cell phone), transitional housing placement direct link to substance abuse programming, and other targeted support programs. The collaboration was launched in FY23 and in FY24, MORCA intends to continue regular engagement with CSOSA facilities in NW DC.

In FY23, MORCA partnered with DC Pro Bono Center to assist clients who have child custody, child support, parentage challenges. The goal is to decrease recidivism by supporting clients with family reunification and fulfilling their obligations to their children. DC Pro Bono covers the costs of the clinics.

9. What are three areas, programs, or initiatives within your agency where you see the most opportunity to make progress toward racial equity?

Every aspect of MORCA's work is to assist returning citizens to get on a pathway to the middle-class which directly addresses racial equity. The majority of MORCA clients are African Americans, residing in underserved communities within wards 5, 7 and 8, and navigating systems with criminal convictions. However, MORCA believes in addressing inequalities that affect returning citizens in all aspects of their lives. Here are three areas MORCA focuses on in FY23, and continuing into FY24:

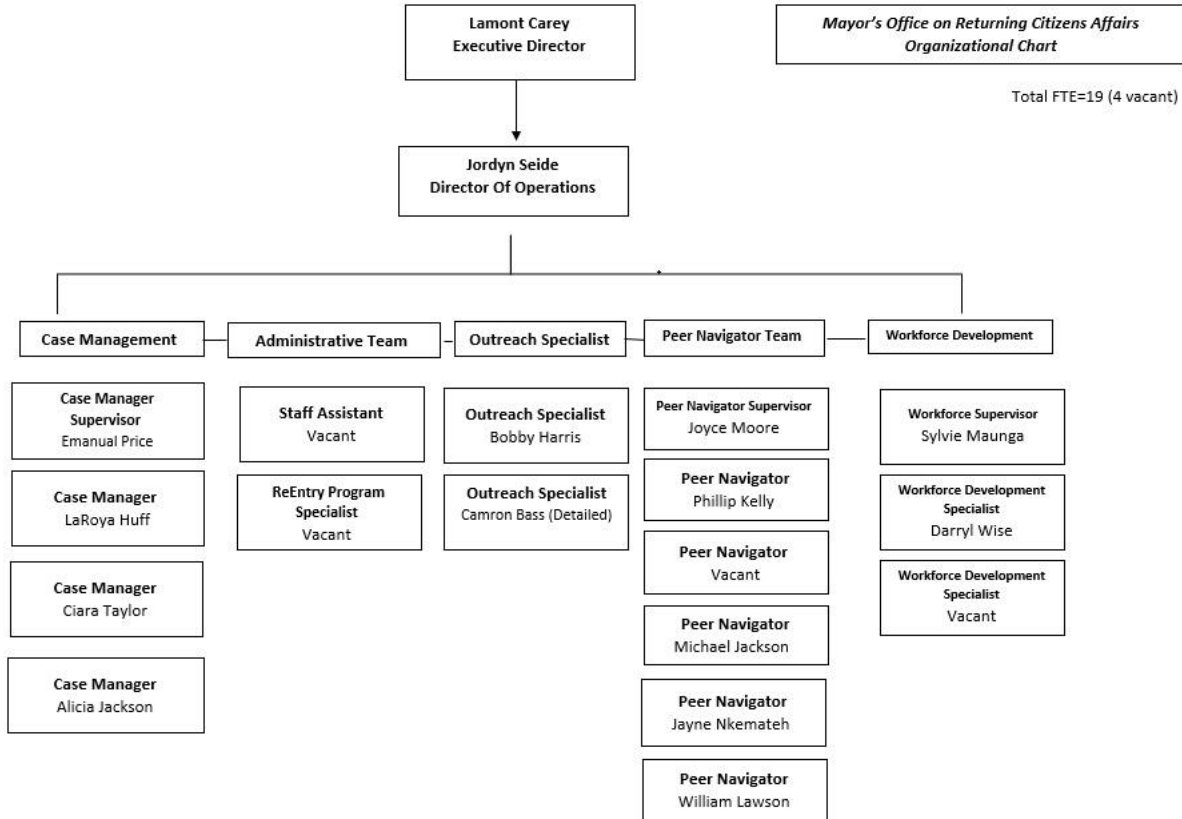
1. Collaborating with the Pardon Attorney's Office and other Expungement partners to seal eligible convictions and support returning citizens in receiving full pardons. The goal of the program is to minimize the impact of having a criminal conviction, so that clients can move forward and have access to more career opportunities.
2. The Workforce Development team (WD Team) is focused on finding and placing returning citizens in accredited certification programs that are nationally recognized, such as real estate sales, HVAC, Certified Maintenance & Reliability Technician (CMRT), Flagger training certification programs that allow individual to compete for jobs with sustainable incomes. Below are some programs the WD team is responsible for:
 - a. MORCA subsidizes employers who hire returning citizens through the Access to Job grant, with reimbursement rates of 40% in the first year and 80% in the second year.
 - b. The WD Team, through advocacy efforts, builds relationships with employers to encourage companies to reconsider their policies on hiring returning citizens. MORCA focuses its efforts on larger employees to have a bigger impact. For example, a recent effort to coordinate with Metro to make their hiring policies more accessible.
 - c. The WD team connects returning citizens who are interested in entrepreneurship to WeAspire, The Pivot Program, and important training provided by the Small Business Administration, that teaches them how to turn their ideas into businesses.
 - d. The WD team helps clients, who because of their criminal record they have challenges getting jobs, and the team connects the clients to a federal bonding service that can endorse them.
3. MORCA pushes its clients, returning citizens, to be useful to their families and the community by connecting their families' members to government services or looking for opportunities or jobs that the client may be able to fill. MORCA tries to holistically address factors that have led to the African American community being underserved, starting with employment opportunities across the District.

10. In the past year, what are two ways that your agency has addressed racial inequities internally or through the services you provide?

1. Internally, MORCA has hired staff that are returning citizens and people of color, who have been impacted negatively by racial inequities.

2. MORCA has increased the competitiveness of returning citizens by providing mentoring and support and referring them to training opportunities that allow them to access better job opportunities.

11. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel and note the date that the information was collected on the chart.



a. Please provide a narrative explanation of any changes made to the organizational chart during the previous year.

No changes have been made to the organizational chart in FY23.

12. Please provide a current Schedule A for the agency which identifies each position by program and activity, with the salary, fringe benefits, and length of time with the agency. Please note the date that the information was collected. The Schedule A should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen. Please indicate if any position must be filled to comply with federal or local law.

Please see attachment Schedule A.

13. Please list all employees detailed to or from your agency. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee's projected date of return.

On May 19, 2022, Mr Camron Bass has been detailed to DMPSJ to help support 202 for Peace programming since 2022, and his return date is uncertain.

14. Please provide:

a. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned as well as a description of all vehicle accidents involving the agency's vehicles in FY 23 and FY 24, to date;

MORCA leases one car. The information is below.

- Make: Chrysler
- Model: Pacifica
- Year: 2021
- 0 Number of Incidents Reported

b. A list of travel expenses, arranged by employee for FY 23 and FY 24, to date, including justification for travel; and

In FY23, MORCA obtain several travel expenses, Executive Director Carey participated in the National Association of Blacks in Criminal Justice (NABCJ) Annual Conference and Training institute in Birmingham, Alabama, July 16-20, 2023. The Director co-facilitated "Stretch Your Agency Dollar," a presentation with CSOSA staff facilitator. The focus was on using cross collaborations to assist reintegration between agencies. The Conference allowed the Director to learn from and foster relationships with wardens, advocates, and other criminal justice reform practitioners across the U.S., and to share some of the great work that is being done at MORCA in the District.

In FY23, MORCA had a travel expense of \$4,187.00. The funding was used to rent a business to take government and nonprofit partners to the FBOP prison, FCI Fort Dix in NJ. The purpose of the trip was to meet with DC residents being released within two years. MORCA took reps from CSOSA, Samaritan Ministries, Board of Elections and Freeminds Book Club, so they can discuss their programs and the services eligible to the men upon their release.

c. A list of total workers' compensation payments paid in FY 23 and FY 24, to date, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.

No employees have received a workers' compensation payment in FY23, or FY24 to date.

15. Please list in descending order the top 25 overtime earners in your agency in FY 23 and FY 24, to date, if applicable. For each, state the employee's name, position number, position title, program, activity, salary, fringe, and the aggregate amount of overtime pay earned by each.

Please see attachment Question 15.

16. For FY 23 and FY 24, to date, please provide a list of employee bonuses, special pay granted, or separation pay issued, that identifies the employee receiving the bonus, special pay, or separation pay, the amount received, and the reason for the bonus, special pay, or separation pay.

Please see attachment Question 16.

17. Please provide each collective bargaining agreement that is currently in effect for agency employees. Please include the bargaining unit and the duration of each agreement. Please note if the agency is currently in bargaining and the anticipated date of completion of each agreement in bargaining.

MORCA does not have any collective bargaining agreements in effect for the agency employees in FY23 and FY24, to date.

18. Please describe the agency's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY 23 and FY 24, to date, and whether and how those allegations were resolved.

For all sexual harassment allegations, MORCA is governed by the protocols and procedures set by the Executive Office of the Mayor (EOM), and adheres to the to the procedures detailed in Mayor's Order 2023-131, the updated District Government Sexual Harassment Policy, Guidance, and Procedures issued on October 31, 2023.

On an agency level, every year, senior leadership ensures that staff are in compliance with taking the sexual harassment training. When a sexual harassment case is brought to the attention of the leadership team at MORCA, it is immediately flagged to the Mayor's office on Community Affairs (MOCA) and the Mayor's office on Talent and Appointment (MOTA) for awareness, as well as the identified Sexual Harassment Officer of EOM. After the accusation is reported to the SHO, a thorough investigation is conducted by interviewing all parties and submitting testimonies to general counsel. After the agency general counsel (Elizabeth Cavendish, General Counsel of the Executive Office of the Mayor) reviewed the presenting information, a meeting was held to review findings and determine next steps.

In FY 23, MORCA had one reported alleged incident of sexual harassment. The incident was investigated by an SHO, the claim was determined to be unsubstantiated, and no disciplinary actions were taken.

a. Has the agency identified a primary and alternate sexual harassment officer (“SHO”)? If no, why not? If yes, please provide the names of the primary and alternate SHOs.

Yes.

Primary SHO: Natasha Dupee

Alternate SHO: Jordyn Seide; Pedro Mojica

b. Has the agency received any requests from staff in an otherwise prohibited dating, romantic, or sexual relationship for a waiver of provisions of the Sexual Harassment Order? What was the resolution of each request?

MORCA has not received any requests from staff about relationships waivers in FY23 or FY24, to date.

19. For FY 23 and FY 24, to date, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:

a. The revenue source name and code;

b. The source of funding;

c. A description of the program that generates the funds;

d. The amount of funds generated by each source or program;

e. Expenditures of funds, including the purpose of each expenditure; and

f. The current fund balance.

MORCA does not have any special purpose revenue funds in FY23 or FY24, to date.

20. For FY 23 and FY 24, to date, please list any purchase card spending by the agency, the employee making each expenditure, and the general purpose for each expenditure.

Please see attachment Question 20.

21. Please list and provide a copy of all memoranda of understanding (“MOU”) entered into by your agency during FY 23 and FY 24, to date, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date.

Please see attachment Question 21.

22. Please list all open capital projects and capital projects in the financial plan under the agency’s purview, including the amount budgeted, actual dollars spent so far, any remaining

balances, and the status of the project. In addition, please provide a description of any projects which are experiencing delays, or which require additional funding.

MORCA does not have any capital in FY23 or FY24, to date.

23. Please provide a table showing your agency’s Council-approved budget, revised budget (after reprogrammings, etc.), and actual spending, by program, activity, and funding source for FY 23 and FY 24, to date. Please detail any over- or under-spending and any federal funds that lapsed.

Please see attachment Question 23.

24. Please list and describe any spending pressures the agency experienced in FY 23 and any anticipated spending pressures for the remainder of FY 24. Include a description of the pressure and the estimated amount. If the spending pressure was in FY 23, describe how it was resolved, and if the spending pressure is in FY 24, describe any proposed solutions.

MORCA does not have any spending pressures in FY23 or FY24, to date.

25. Please provide a list of all budget enhancement requests (including capital improvement needs) for FY 24 or FY 25. For each, include a description of the need and the amount of funding requested.

No enhancement requests were submitted for FY24. The FY25 budget is still in progress, however no enhancements are projected.

26. Please list, in chronological order, each reprogramming that impacted the agency in FY 23 and FY 24, to date, including those that moved funds into the agency, out of the agency, and within the agency. For each reprogramming, list the date, amount, rationale, and reprogramming number.

FY23

OFFICE OF RETURNING CITIZEN AFFAIRS (RCO)					
FY 2023 REPROGRAMMING LIST					
LOCAL FUNDS:					
FISCAL YEAR	FUND	DATE	REPROGRAMMING #	DESCRIPTION	AMOUNT
2023	1010001-Local	9/30/22	Reprogramming Adjustment 413	PSJC- Offset District wide Deficit	(75,000.00)
					(75,000)
There are no reprogrammings for FY 2023					

MORCA does not have any reprogrammings in FY24, to date.

27. Please list each grant or sub-grant received by the agency in FY 23 and FY 24, to date. List the date, amount, source, purpose of the grant or sub-grant received, and amount expended.

MORCA does not have any subgrants in FY23 and FY24, to date.

28. How many FTEs are dependent on grant funding? What are the terms of this funding? If it is set to expire, what plans, if any, are in place to continue funding the FTEs?

MORCA does not have any FTEs dependent on grant funding in FY23 and FY24, to date.

29. Please list each contract, procurement, and lease entered into or extended by your agency during FY 23 and FY 24, to date. For each contract, please provide the following information where applicable:

FY 23 Contract, Procurement and Lease

<i>Contracting party</i>	<i>Nature of contract</i>	<i>Dollar amount</i>	<i>Term of contract</i>	<i>Competed</i>	<i>Name of agency's contract monitor/result</i>	<i>Funding</i>
Urban Equity	Staff Retreat	48,700.00	4days	NO	James Webb	Local
Sydar	Business Cards QR Promotion Gear (New staff)	9,999.99	30days	NO	James Webb	Local
Sydar	Awareness Promotional Materials	89,772.18	30days	YES	James Webb	Local/ARPA
Metropolitan Office Products	Office Supplies	39,667.03	30days	NO(BPA)	James Webb	ARPA
MJM Contracting Inc	Equipment Installation	7,795.00 3,800.00	60days	NO	James Webb	ARPA
Children Focus Foundation	Real Estate	120,000.00	6 months	YES	Keia Brooks	Local
All Car Lease	Lease	6,460.00	7 months	NO	James Webb	Local

FY24 Contract, Procurement and Lease

<i>Contracting party</i>	<i>Nature of contract</i>	<i>Dollar amount</i>	<i>Term of contract</i>	<i>Competed</i>	<i>Name of agency's contract monitor/result</i>	<i>Funding</i>
Star Office Products	Ink and maintenance	1,926.50	4 days	NO	PCard	Local

	repair for two industrial printers					
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30. If there have been cases where you have been dissatisfied with the procurement process, what have been the major issues?

Like all agencies, in FY23, MORCA staff became familiar with a new accounting and vendor payment system (DIFS). The staff at the Office of Contract and Procurement (OCP) have been incredible and helpful in resolving issues encountered during submission by MORCA or vendors.

a. What changes to contracting and procurement policies, practices, or systems would help your agency deliver more reliable, cost-effective, and timely services?

1. MORCA follows procurement procedures established by the Office of Contracting and Procurement. We'll continue to provide real time feedback for improving ability to deliver services.

31. What is your agency's current adjusted expendable budget for CBE compliance purposes? How much has been spent with SBEs or CBEs? What percent of the agency's current adjusted expendable budget has been spent with SBEs or CBEs?

MORCA's adjusted expendable budget numbers are preliminary until after the second quarter. This will allow us to make adjustments that reflect our NPS. Currently, the remaining amount is \$278,567.38.

32. Please provide the number of FOIA requests that were submitted to your agency in FY 23, and FY 24, to date. Include the number granted, partially granted, denied, and pending. In addition, please provide the average response time, the estimated number of FTEs required to process requests, the estimated number of hours spent responding to these requests, and the cost of compliance.

There have been no FOIA requests made to MORCA in FY23, and FY24, to date.

33. Please list the administrative complaints or grievances that the agency received in FY 23 and FY 24, to date, broken down by source. Please describe any changes to agency policies or procedures that have resulted from complaints or grievances that were resolved in FY 23 or FY 24, to date.

No official administrative complaints or grievances were filed against MORCA in FY23, or FY24, to date.

34. Please list all pending lawsuits that name the agency as a party. Identify which cases on the list are lawsuits that potentially expose the District to financial liability or will result in a change in agency practices and describe the current status of the litigation. Please provide the extent of each claim, regardless of its likelihood of success.

There are no current lawsuits pending against MORCA.

35. Please list all settlements entered into by the agency and judgments against the agency (or by or against the District on behalf of the agency) in FY 23 or FY 24, to date, and provide the parties' names, the amount of the settlement or judgment, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g., administrative complaint, etc.).

MORCA did not enter into any settlements in FY23 or FY24, to date.

36. Please list and describe any investigations, audits, or reports on the agency or any employee of the agency that were completed during FY 23 and FY 24, to date.

MORCA did not enter into any settlements in FY23 or FY24, to date.

37. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or funded during FY 23 and FY 24, to date. Please submit a digital copy to the Committee of any study, research paper, report, or analysis that is complete.

There is a statutory requirement that MORCA is to facilitate the coordination of outside entities to create a comprehensive needs assessment for children of incarcerated parents (See D.C. Code § 24-1302(b)(2) (N-O)).

In FY24, MORCA has teamed up with the awarded partner, the University of District of Columbia, who will complete the comprehensive needs assessment. The UDC is currently recruiting participants for the case study.

38. Please list any task forces, committees, advisory boards, or membership organizations in which the agency participates.

- Thriving Families Safer Children Steering Committee
- CJCC - Reentry Committee
- DC Healthcare Finance Committee on mental continuity for returning citizens.
- Public Safety and Justice Equity Committee
- COREDC Electronic Monitoring Community Relations Board
- Jobs Not Guns Youth Workshop Planning Committee Meeting
- Special Committee for Returning Citizens
- Olmstead Working Group

AGENCY-SPECIFIC QUESTIONS

39. Please provide the most recent annual report on the operations of the Office prepared pursuant to D.C. Code § 24-1302(b)(2)(H). Please also provide the anticipated date of completion for the next annual report.

Please see attachment Question 39. The anticipated date of completion for the next annual report is 1/15/2025.

40. Has ORCA obtained any new data in the past year establishing an estimated population of returning citizens in the District of Columbia? From what source?

In 2017, CJCC did a research report where they concluded that on any given day in Washington, DC there are 22,376 justice involved individuals in the District.

41. How many returning citizens returned from incarceration in FY 23 and FY 24, to date? Please provide a breakdown by gender.

DOC		
FY of Release	Men	Women
FY23	4713	633
FY24 Q1	1310	169
FBOP		
FY23	458	3
FBOP District Court	148	8

42. How many returning citizens total did the Office serve in FY 23 and FY 24, to date? Please provide a breakdown by gender.

FY 23 – 2185 (4 Transgendered, 328 F, 1843 M)
 FY 24 – 342 (1 Transgendered 1, 45 F, 296 M)

43. How many returning citizens have received comprehensive needs assessments and case plans from the Office in FY 23 and FY 24, to date?

FY 23 - 2175
 FY 24, to date - 391

How many referrals of returning citizens to outside programs or agencies were made by the Office in FY 23 and FY 24, to date? Please provide a breakdown of the number of referrals by program or agency.

In FY23, MORCA saw and served 2174 new clients and 2049 clients returned for more services. And FY24, MORCA saw and served 377 new clients and 515 clients returned for additional support. On average each client received 2 referrals. Below are organizations that we have referred clients.

Clients have been referred to DSLBD, DBH, Prestige Health Service, NAARC, Life Enhancements, DCIA, D.O.E.S, FLAN, Office Of Human Rights, DOH, S.O.M.E, Jubilee Housing, Jubilee Jobs, DPR, DPW, Oxford House, Foundry Church, MBI, Christ House, 1313 New York Ave, Clean Decisions, Donohoe Hospitality, Dc Central Kitchen, S.O.N.G, Martha's Table, Industrial Bank, Chase Bank, DPR, DYRS, CSOSA, Board of Elections, DCPL, Hope foundation, Starbucks, Byte Back, Freemind Book Club, Children Focus Foundation, CAAB, Pennsylvania Baptist Church, Christian Legal Services, OAG, PDS, DACL, ONSE, Episcopal Church of The Atonement, Dress for Success, Office of Tenant Advocates, CCU, Social Security Administration, DOEE, Maya Angelou PCS, Community of Hope, Washington Literacy Center Far Southeast Collaborative, East River Collaborative, The Dream Center, Trusted solutions group, Community Action Group, DC Recovery Alliance, PIW, Federal City, RAP Inc., APRAMarshall Heights Community Center, Cure the Streets, Department of Healthcare Finance, Gospel Ark Church, Hope furniture, The Ready Center, DCIA (Dc infrastructure Academy), UDC, Georgetown university, The Goodman league Barry Farms. Let's work DC. Agape House, Steve Young Baptist church division Ave N.E., Black women for positive change, ABCA, Clemency Board, U.S. Pardon Attorney, Unity Healthcare, 801 Shelter, DISB, MOLGBTQ, MOVA, SERVE DC, DMV, DFHV, Ccprep, UPO, Southeast Ministries, Priemer Distributors, DHCD, Miriam's Kitchen, Community Family and Life Services, House of Ruth, Voices for a Second Chance, Department of Buildings, Life Care, ANC, DC Courts, DOC, Upper Marlboro Detention Center, Purple Star Foundation, Zip Cleaners, Trusted Solutions, Thrive DC, Coalition for the Homeless, Bread for the City, Fort Meyers Construction, Clark Construction, Blue Sky Construction, Green Construction, VOW Transportation, Kinara, Umbrella, NYA Mental Health, Friends of Anacostia, Sasha Bruce, The EXCALIBUR Group, Jobs Not Guns, and LOWES.

44. Specifically, how many referrals were made by the Office to the Department of Health for birth certificates?

Birth Certificate Waivers- 231 referrals were given.
 FY23 - 155
 FY24, to date - 76

45. Was all the funding available to subsidize the cost of birth certificates used in FY23? If not, how much funding was left over? Please coordinate with the Department of Human Services (DHS) to respond to this question if necessary.

DC Vital Records division receives an annual appropriation of \$40,000 to support no-fee certificates for both MORCA and DHS. Below is the table that identifies the number of certificates issued for both agencies under the fee waiver initiative. Allotted funding covered 88% of requests for FY23.

FY23 (10/1/2022 - 09/30/2023)		
Requesting Agency	# of Certificates	Certificate Cost
DHS No Fee Voucher	1391	\$31,993
MORCA No Fee Voucher	155	\$3,565

FY24 (10/1/2023 - 1/1/2024)		
Requesting Agency	# of Certificates	Certificate Cost
DHS No Fee Voucher	145	\$3,266
MORCA No Fee Voucher	45	\$1,035

46. How much has been expended on fee waivers for vital documents generally in FY 23 and FY 24, to date? How many returning citizens received a fee waiver in FY 23 and FY 24, to date? Please coordinate with the Department of Human Services (DHS) to respond to this question if necessary.

Please see previous answer (Response to #46) for details on the number of fee waiver requests for returning citizens, and the cost during the current and prior fiscal year.

47. How has the Office communicated information about the availability of resources for returning citizens to receive identification and birth certificates?

MORCA promotes our services for identification and birth certificates through our outreach efforts in the community, including presentations, collaborative events, community walks, and tabling events. In addition, MORCA promotes availability of this service through any regular communication between our Agency and the community, including our in-house intake and assessments, outreach to FBOP, DOC, VOA Halfway House, Delaware Halfway house, Community walks with MPD & CSOSA, virtual engagement through CSOSA quarterly events with FBOP, direct mail to dc residents in FBOP, Mayoral events, transitional houses engagements, CSOSA facilities engagements, Peace for DC facilitations, community partners engagement, DC agency engagements, etc.

48. How many housing vouchers has the Office provided to returning citizens in FY 23 and FY 24 to date? Please list the source of each voucher and specify the type of each voucher.

FY 23: Nine housing vouchers awarded. 14 applications are pending.

FY24: MORCA recently received the code for the FY24 housing vouchers and is awaiting the DC Authority portal to open to begin submitting applications on behalf of clients for housing vouchers.

All of the housing vouchers allotted for MORCA referrals are received from DC Housing Authority, and are DC Housing Choice Vouchers.

49. How many housing vouchers for returning citizens remain available for FY 23 and FY 24, to date?

FY23: 0

FY24: 23

50. How does the Office communicate the availability of housing resources and the application requirements and selection criteria for housing vouchers? Is this information available online?

Once the initial intake and assessment of the client is completed, and housing resources are an area that the client identifies as a need, the Case Manager discusses the available housing options with that client.

For MORCA housing vouchers, the client is informed that MORCA does provide housing vouchers, but they are not guaranteed. If the client wishes to be put on the waiting list, the client is explained they are put on the list, along with a Priority rank. The rankings are:

- High priority - Factors include, but are not limited to: 10+ years incarcerated, unstable current housing circumstances, age, release date within past 5 years, children, chronic medical conditions, are included, but not exclusive to the agency determination
- Medium priority - Factors include, but are not limited to: age, employment status, training, children, length of incarceration ,10 years or below, current living situation momentarily stable.
- Low priority age - employment, hourly wage, length of incarceration below 5 years, current living status stable

The client must collect information requested by the case manager, including current, past living conditions and background of a client, referrals and services. When the client's case is complete, it moves before the housing board, which is comprised of five individuals. The case is presented to the board anonymously (client name removed) by the Case Manager.

The housing board determines if the client is eligible for one of the MORCA allotted DCHA housing vouchers for permanent housing. The client is notified when the application is ready and presented to the board.

After the client receives approval from the housing board, the application is submitted to DCHA, and DCHA informs MORCA if the client was denied or approved. If approved, the client must update all pertinent information and MORCA resubmits the information.

The client goes through orientation, where DCHA that informs the client of their expectations and rules. Finally, the client has one year to find housing.

Other housing options are discussed with each client, at multiple points, once the client demonstrates housing instability. Based off the client's individual needs, income and other factors, MORCA determines which options to pursue, such as supportive housing, transitional housing, shared living, or substance abuse housing, shelters. The case manager calls the entities to see bed availability and eligibility. If there is a match, a referral is submitted on the client's behalf to the entity.

51. In FY 22, the Office began meeting with agencies on available space in their housing programs with the goal of referring more people to a wider range of housing. What agencies have you met with and how many residents were you able to get housed through these efforts?

- Thrive DC- 2 Housed
- Jubilee Housing- 4 Housed
- Efforts for Ex- Convicts (EFEC)- 15 housed
- Oxford House-15 Housed.
- CSOSA – 100 housed
- Miriam’s Kitchen – 18 Housed*
- 801 East Men’s Shelter – 3 Housed
- CFLS – 10 Housed
- House of Ruth – 9 Housed.
- SOME – So Others Might Eat – 12 Housed. *
- Pathways to Housing - 4 Housed.
- Agape House - 9 Housed.
- Voices for a Second Chance- 19 Housed (Rapid rehousing, hotel, ADU, Permanent supportive house)
- NAARC – 4 Hotel Stay
- National Re-Entry Network – 6 Housed
- Adams Place – 5 Housed. *
- Rapid Rehousing – 10 housed
- 64 New York Avenue NW – 3 housed*
- Shelter hotline- 25 housed
- Virginia Williams 15 housed*
- DBH 23 housed (Mental Health Partners)
- Respite (MBI and prestige) 4 housed
- 1313 New York Ave.
- Clean Decisions
- Christ House- Chronic disease 2 housed.

* Housing programs that conducts the Service Prioritization Decision Assistance Tool (SPDAT)

52. Please describe the Office’s involvement with the construction of the halfway house in Ward 7 and the services to be offered there.

MORCA communicates with CORE DC’s leadership bi-monthly to receive updates on the halfway house construction and to provide recommendations. The Director and the Director of Operations are on their Community Relations Board.

53. Please detail any additional efforts undertaken by the Office to secure housing for returning citizens not detailed above.

Constituents who are homeless are requested to do a SPDAT, and if they currently have a mental health provider, MORCA asks the client to work with the Housing Counselor from their core services agency. Once the client has a housing counselor, MORCA works hand in hand with the counselor to ensure the client has a full comprehensive layout of options.

MORCA's improved case management and leadership work collaborations with CSOSA, to streamline the process for clients, helps clients connect with the secure supportive housing CSOSA provides. MORCA connects individuals and organizations that are interested in opening housing for returning citizens with CSOSA to learn the process. One of MORCA's connections to the program, has since qualified to receive funding from CSOSA. In addition to CSOSA, MORCA has also referred organizations in need of funding to Office of Victim Services and Justice Grants (OVSJG).

Finally, MORCA investigates other housing opportunities that are not specific to returning citizens, such as, House of Ruth for women, Oxford House, US Veterans, etc. to see if there are potential matches for clients. Lastly, we also refer organizations that are in need of funding to agencies that provide grants, for example, Office of Victim Services and Justice Grants (OVSJG).

54. The READY Center connects returning citizens released within 12 months from the DC DOC and the Federal Bureau of Prisons to District of Columbia Government agencies and CBOs for available resources and services. How many referrals has the Office received from the READY Center in FY 23 and FY 24 to date?

In FY23, MORCA received 212 referrals from the READY Center.

In FY24, to date, MORCA received 222 referrals from the READY Center.

55. How many job fairs has the Office hosted in FY 23 and FY 24, to date? How many clients have received employment from these job fairs?

FY23: three job fairs were hosted at the employers at location specifically for MORCA clients.

Eight clients were hired.

FY24, to date: six job fairs were hosted at the employer's location for our clients.

23 clients were hired.

56. How many returning citizens were directly connected with employers by the Office in FY 23 and FY 24 to date? Please provide the number of constituents who were hired through these connections.

FY23: 522 constituents hired through the connections.

FY24: 111 constituents hired through the connections.

57. Provide the employment data you have collected in FY 23 and FY 24, to date, from constituents via the Peer Navigators. Please also provide the results of the 30-, 60-, 90-, and 120-day follow-up system implemented to ensure that constituents are receiving the appropriate services.

The Peer Navigators are responsible for following up with clients to see if referrals have been completed. They help clients troubleshoot challenges and build relationships with organizations to create more resources and opportunities for the client and agency.

The 30-, 60-, 90- and 120-day system is how often the Navigator connects with clients to track their progress. Each individual referral is based off their specific needs, so progress varies. However, some clients engage more frequently depending on the level of support that is required. The first engagement is by phone within 30 days of being assigned to navigators. Peer navigator, goal is to find out where they are in completing referrals. If the client has not completed the referrals, a conversation is conducted to see how they can resolve the issue so that the referral is completed. This may require the individual to come to the office to receive further assistance, or to meet at an organization, to provide support with filling out forms. The second contact is by email and the remaining contact is by phone.

The overall goal is to complete their referrals. MORCA recognizes them as the foundation of their reentry plan. The challenge we are working to overcome is that clients' phone numbers and emails become inactive on a regular basis. Despite navigators having caseloads ranging from one to three clients, the navigators are working to stay engaged and provide services. This struggle was the emphasis for the collaboration with CSOSA, and the MORCA strategy is to enhance communication through the clinics established with CSOSA, to provide regular touchpoints and chances to keep the information up to date.

The employment data for FY23 and FY24 for peer navigators is presented in the response to Question 58.

58. What is the current unemployment rate among returning citizens in the District of Columbia?

46%, based off data received from CSOSA for the last three months.

59. Please provide a status update on the Georgetown Paralegal Fellowship Program for FY 23. In your response, please include, at a minimum:

a. A description of the Office's role in carrying out the program;

MORCA was very engaged in the execution of the program. MORCA promotes the program year-round to develop a list of interested clients. MORCA is in constant communication with the staff overseeing the program, to explore ideas and their suggested additions or decreases in the program. MORCA participates in the interviewing process. MORCA visits the class once a week to assist with troubleshooting challenges for clients and provide referrals, including housing and transportation support. MORCA works with DC agencies and organizations to consider hiring client graduates. MORCA funds the program.

b. The status of the MOU with DOES;

MORCA is currently working with DOES to complete the MOU.

c. Future plans for the program.

Clients are still very interested in the program. MORCA's goal is to continue the program, and work with Georgetown to enhance the program to meet the participants and the Fellowship partner's needs. Getting more graduates and fellows employed within DC Government is always the goal.

d. How many residents graduated from the program in FY 23 and FY 24, to date; and,

In FY23, 12 graduated. No residents have graduated yet in FY24.

e. How many of these graduates have secured employment.

10 graduates secured employed.

60. Please provide an update on the implementation of the Access to Jobs pilot program. According to last year's responses, the Office should have completed the NOFA release by 1/30/23, RFA release by 2/6/2023, and the grant application by 2/27/2023. Please note if these milestones were met and if not, why. Please list any participating employers.

In FY23, one grantee was awarded an Access to Jobs Grant. The NOFA was released on February 6, 2023, RFA on 2/13/2023-3/04/2023. The participating employer CSW, Byte Back and Black Voices Project. CSW was awarded \$17,680 to hire 4 returning citizens.

In FY 24, there were 3 grant awardees: CSW, Alama Lives and National Reentry Network. They completed all of the processes and are now awaiting disbursement of funds.

61. Please provide an update on the Office's partnership with the Aspire to Entrepreneurship Program. How many returning citizens took advantage of this opportunity in FY 23 and FY 24, to date? What agencies and non-profits does the Office partner with to receive all updates regarding the program?

In FY23, during the initial intake assessments, MORCA's WD team informs clients about Aspire to Entrepreneurship Program, and initiates a list of interested clients. When the program application period is open, the WD team calls all interested candidates and assists them to understand the requirement, and help them complete the online application, if interested.

- FY23- 30 returning citizens graduates
- FY24 - enrollment has not yet opened.

MORCA collaborates with staff from the Department of Small and Local Business Development (DSLBD) staff who oversee the WeAspire program, to receive updates on applicants and potential opportunities.

62. Please detail any additional efforts undertaken by the Office to secure employment for returning citizens not referenced above.

MORCA's Workforce Development team (WD Team) conducts outreach on a weekly basis to potential new employers and current partners to see if they have any open positions. MORCA has developed strong relationships with some organizations, where their HR departments contact us for referrals or applications when hiring opportunities arise!

The WD Team reaches out to District agencies to identify training opportunities that have a workforce component and assists graduates with securing employment. MORCA also inquires about current job openings on behalf of clients. MORCA looks into all avenues of employment, including our community-based organizations partners that provide job readiness and vocational training, and prioritizing job placement upon completion of the training.

Lastly, MORCA receives some referrals from returning citizens or former clients, who have secured employment from jobs outside of our network and pass back opportunities for MORCA clients.

63. How much has been expended for the transportation subsidy program in FY 23 and FY 24, to date? How many clients have received transportation subsidies in FY 23 and FY 24, to date? Please describe how this program is administered. Please further describe how the availability of transportation resources is communicated.

In FY23, \$100,000 was spent on SmarTrip cards. 2434 cards were distributed to 270 clients, with cards distributed three times a month, for three months, to total of \$270, to cover transportation cost to work, programs, supervision obligations, family reunification, and general travel expenses in the District.

To qualify for a card, the person must be a MORCA client that has demonstrated access to transportation is a barrier. The staff will place the individual on a SmarTrip waiting list, prior to Friday. The cards are distributed weekly on Fridays.

When the individual comes to pick up their allotment of three cards, a staff member photocopies their ID. They also must sign our SmarTrip form every time they retrieve their installment to verify, they have received the cards and for MORCA to track when the client has exhausted their allotment. The SmarTtrip form explains the policy, and reiterates the cards are not a guarantee, and if received, should only be viewed as temporary transportation support.

In FY24, MORCA distributed 700 cards, to date.

64. Please provide the number of individuals that received CDL training through the office in FY 23 and FY 24, to date.

- FY23: 111 clients for CDL for Theory I (classroom)
65 clients for CDL Theory II hands-on-training)
- F24: MORCA and DPW are currently working on the FY24 agreement.

65. Please describe any steps the Office has taken in FY 23 and FY 24, to date, to engage with the federal government to improve communication with District residents serving in FBOP facilities and any changes in the last year.

In FY 23, MORCA was successful in receiving the list of DC Residents housed in the FBOP, so that we can contact them directly.

MORCA participated in a mock job interview in Petersburg. Director Carey was requested to speak at a GED. graduation. MORCA staff participated in several focus groups on different segments of the population. MORCA has utilized this information to communicate with different representatives at the FBOP to gain access to institutions, to get staff cleared that have been denied, and to assist partners in gaining access.

66. In last year's pre-hearing questions, the Office reported the following: 'MORCA was able to secure the names and release dates of DC residents [from FBOP] scheduled to be released within the next year. In November [2022], we began mailing MORCA's literature and tips on preparing for release to these individuals.' Please provide information on whether the Office continues to receive these reports from FBOP and specify the frequency of these reports.

Yes, MORCA received the list two times in FY23. The availability of the reports moving forward will be dependent on the cooperation of the federal partners at BOP.

67. Please list, for FY 23 and FY 24, to date, any visits that the Office has made to corrections facilities.

- CSOSA's Re-Entry Sanction Center- FY23 (10) visits, FY24- (three) visits
- Volunteers of America (VOA) halfway house –FY23, (six) visits, FY24 (one) visit
- DOC: FY23 MORCA conducted 48 visits to DOC, and in FY24, MORCA conducted four visits to DOC.
- MORCA also visited the following the following jails in FY23:
 - Delaware Halfway House
 - Montgomery County detention center
 - Arlington Detention Center
 - Maryland Correctional Institution for Women
 - DYRS' YSC
 - Hazelton USP
 - FCI Fort Dix
 - USP Allenwood

68. Please provide an update on any services specifically targeting the needs of women returning citizens provided by the Office in FY 23 and FY 24, to date.

In FY23, MORCA developed and implemented the following three programs for returning citizens women:

- **MORCA SHE:** This new initiative is a gathering of women returning citizens in a small, intimate, and safe space where they focus on issues that are unique to women returning citizens. It is led by a MORCA case manager and in regular collaboration with Far Southeast Family Strengthening Collaborative and Samaritan Ministries. Other service providers are invited and encouraged to send a woman representative to attend the sessions, based on the challenges that are being addressed.
- **Female Boss:** This event focuses on introducing and learning how successful returning citizens women have overcome criminal background barriers, mental health, substance/physical abuse, and other traumatic experiences to outstanding parents, found their careers and thriving as employee, homeowners, lease holders, financially responsible, advocates and entrepreneurs.
- **Beauty By MORCA:** This initiative focuses on building female clients self-esteem by providing makeovers and styling the hair of the women in the Fairview Halfway House, to help shift their thinking and putting prison behind them. The goal is also to focus on building a better life for themselves by taking advantage of services and opportunities in the District, and to build their confidence.

Due to a high number of requests, MORCA, in FY24, MORCA has had one session of MORCA SHE, and looking to host a minimum of four more this year. MORCA is also looking to do at least one Female Boss and Beauty by MORCA this year.

69. Please provide the number of individuals that the Office helped register to vote in FY 23 and FY 24, to date.

FY23: 500

FY24, to date: 56

70. Please describe the Office's collaboration efforts with the Board of Election, Department of Corrections, and the Federal Bureau of Prisons in FY 23 and FY 24, to date, to ensure incarcerated residents can exercise the right to vote. Please share any flyers or informational material distributed for this purpose.

In FY23, MORCA visited the DOC jail on a weekly basis and educated individuals on their right to vote, and to celebrate those who have already registered and participated in elections. Currently, the League of Women's Voters has been generating a lot of interest in voter registrations at the DOC.

In FY23, MORCA and the Board of Elections did not participate in a joint voter registration. However, MORCA follows up with FBOP staff to ensure DC Residents have received voter registration forms and have been allowed to vote. Many of returning citizens that enter our agency tell us that they did register to vote while in the FBOP. MORCA recommends all clients complete a change of address, so that all forms come to the client's current residence.

71. Please provide an update on the implementation of the Children Impacted by Parental Incarceration Amendment Act. According to the Office, the MOU should be executed and

UDC should have begun facilitating and constructing the District-wide plan required by the legislation. Please provide an update on whether these milestones were met.

MORCA and grant partner UDC have drafted the final COIP flyer, and shared it on all of MORCA's social media platforms on October 26, 2023. To date, UDC has received the participation of just over 149 residents for the survey. The first focus group was held virtually on 1/18/24.

Logistical Breakdown (participants)

- 89 children of incarcerated parents.
- 49 caregivers to children of incarcerated parents.
- 11 returning citizens that had children when incarcerated.

72. Please list any actions taken or programs initiated because of recommendations or policy statements from the Commission on Re-Entry and Returning Citizen Affairs in FY 23 and FY 24, to date.

MORCA has not received any recommendations or policy statements from the Commission in FY23, or FY24, to date.

73. Please list all meetings of the Commission on Re-Entry and Returning Citizen Affairs attended by the Executive Director of the Office, or a designee in FY 23 and FY 24, to date. Also please list recommendations provided to the Commission on Re-Entry and Returning Citizen Affairs at those meetings.

The commission on Reentry and Returning Citizens Affairs meets monthly. The Executive Director missed one monthly meeting in FY23. In FY24, to date, Director Carey has attended three meetings.

Some of the recommendations given: (1) Strengthening ban the box enforcement, (2) Recommendations for two potential commissioners for membership, (3) sex offender housing barriers, (4) Commissioner Jarvis to connect with DYRS to help him understand resources that will help with his committee that focuses on youth.

74. Please list all meetings of the Criminal Justice Coordinating Council attended by the Executive Director of the Office, or a designee in FY 23 and FY 24, to date. Also please list recommendations provided to the Criminal Justice Coordinating Council at those meetings.

3/15/23

4/6/23

4/26/23

6/21/23

10/18/23

11/20/ 23

12/11/23

Recommendation provided: FBOP to share data on DC Residents in the FBOP with MORCA.

Vacancy 5 LOCAL FEDERAL TOTAL
 Filled 10 6 16
 Vacant 3 0 3
 Total 13 6 19

Agency	Fund Code	Fund Type	Assess Fc	Assess Fund Detail	Program C	Cost Center	Cost Center Title	Project No.	Award	Task Num	Position No.	Name	Title	Grade	Step	Salary	From - To	Hire Date	Length of Time with Agency	In Years and Months	Jan of 01/01/24	Position 5	Vacancy 5	FTE	Dist	Bus / Term	Filled by	Hire Date			
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			00073344	Bass,Cammie	Outreach & Service Specialist	5	0	69479.7	15950.9	4/3/81	4 Yrs 2 Mths			Active	Filled	1	Regular	N	43781	45300	1519	49	4/08/83	
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			00091275	Covey,Lamont	Director	5	0	124366	28468.3	4/21/81	4 Yrs 1 Mth			Active	Filled	1	Regular	N	43753	45300	1547	50	4/16/87	
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			00091378	Wink,Darryl	Workforce Dev Spec Manager	5	0	73675	16871.6	4/4/84	0 Yrs 13 Mths			Active	Filled	1	Regular	N	44684	45300	316	10	0/8/83	
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			00091377	Reed,Richard Lee	Workforce Development Specialist	4	0	73675	16871.6	4/5/07	0 Yrs 13 Mths			Active	Filled	1	Regular	N	45007	45300	203	6	0/5	
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			00091422	Paul,Lafayette	Case Manager	5	0	76803.3	17051.6	4/31/81	5 Yrs 13 Mths			Active	Filled	1	Regular	N	43133	45300	2187	71	5/16/87	
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			00091428	Taylor,Care	Case Manager	5	0	75744.2	17345.4	4/31/81	5 Yrs 13 Mths			Active	Filled	1	Regular	N	43313	45300	1989	65	5/4/87	
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			00097013	Harris,Bobby P	Outreach & Service Specialist	5	0	69479.7	15950.9	4/3/77	4 Yrs 13 Mths			Active	Filled	1	Regular	N	43277	45300	1723	56	4/16/87	
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			00099774	Sedick,Jordan P	Director of Operations	6	0	100309	23920.8	4/31/81	4 Yrs 13 Mths			Active	Filled	1	Regular	N	43781	45300	1519	49	4/08/83	
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			00099775	Jackson,Alicia D	Case Manager	5	0	76803.3	17051.6	4/24/81	5 Yrs 13 Mths			Active	Filled	1	Regular	N	42416	45300	2884	64	1/8/83	
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			01303642	Masonas,Solvee M	Supply Outreach & Svcs Spec	6	0	89000	20381	4/4/18	7 Yrs 7 Mths			Active	Filled	1	Regular	N	44718	45300	582	19	1/8/83	
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			00091274		Outreach & Service Assistant	3	0	65562	21262.7					Active	Vacant	1	Regular	N	0	45300	1488	124		
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			00099778		Program Support Specialist	11	0	65285	14950.3					Active	Vacant	1	Regular	N	0	45300	1488	124		
RCD	1010001	LOCAL FUNDS	1010001	LOCAL FUNDS	800384	80256	RETURNING CITIZEN AFFAIRS			00099885		Supervisory Case Manager	6	0	94850	21720.7					Active	Vacant	1	Regular	N	0	45300	1488	124		
RCD	4015918	ARPA - MUNICIPAL	4015918	ARPA - MUNICIPAL	800384	80256	RETURNING CITIZEN AFFAIRS	201209	2000978	0002	0125525	Kelley,Philip	Community Outreach Specialist	11	1	69481	15951.1	4/4/84	2 Yrs 0 Mths			Active	Filled	1	Term	N	44664	45300	736	24	2
RCD	4015918	ARPA - MUNICIPAL	4015918	ARPA - MUNICIPAL	800384	80256	RETURNING CITIZEN AFFAIRS	201209	2000978	0002	0125524	Johnson,Pugh,Raina	Community Outreach Specialist	11	1	65285	14950.3	4/4/80	4 Yrs 4 Mths			Active	Filled	1	Reg	N	44820	45300	490	16	1/3/83
RCD	4015918	ARPA - MUNICIPAL	4015918	ARPA - MUNICIPAL	800384	80256	RETURNING CITIZEN AFFAIRS	201209	2000978	0002	0125521	Jackson,Michael D	Community Outreach Specialist	11	3	69481	15951.1	4/4/82	2 Yrs 13 Mths			Active	Filled	1	Term	N	44515	45300	785	25	2/08/83
RCD	4015918	ARPA - MUNICIPAL	4015918	ARPA - MUNICIPAL	800384	80256	RETURNING CITIZEN AFFAIRS	201209	2000978	0002	0125528	Narumaha,Layna A.	Community Outreach Specialist	11	3	69481	15951.1	4/4/82	2 Yrs 13 Mths			Active	Filled	1	Term	N	44515	45300	785	25	2/08/83
RCD	4015918	ARPA - MUNICIPAL	4015918	ARPA - MUNICIPAL	800384	80256	RETURNING CITIZEN AFFAIRS	201209	2000978	0002	0125525	Lawson,William T.	Community Outreach Specialist	11	3	69481	15951.1	4/4/82	2 Yrs 13 Mths			Active	Filled	1	Term	N	44515	45300	785	25	2/08/83
RCD	4015918	ARPA - MUNICIPAL	4015918	ARPA - MUNICIPAL	800384	80256	RETURNING CITIZEN AFFAIRS	201209	2000978	0002	01255621	Moore,Joyce	Supply Outreach & Svcs Spec	6	0	83791.4	19646.2	4/4/73	3 Yrs 13 Mths			Active	Filled	1	Reg	N	44473	45300	827	27	2/25

OFFICE OF RETURNING CITIZEN AFFAIRS (RCO)
 FY 2024 OVERTIME EARNINGS BY EMPLOYEE - TOP 25

Agency Code	Fiscal Year	Fund	Program N	Cost Cente	Employee Name	Position Number	Position Title	0.2294		
								Salary	Fringe (.2294)	Overtime Pay
RCO	24	1010001	800184	80256	Bass,Camron	00075344	Outreach & Service Specialist	69479.73	15938.65006	501.06
RCO	24	4015918	800184	80256	Moore,Joyce	00105621	Supvy Outreach & Svcs Spec	85791.36	19680.53798	433.08
RCO	24	1010001	800184	80256	Jackson,Alicia D.	00099775	Case Manager	76880.34	17636.35	388.1
RCO	24	1010001	800184	80256	Wise,Darryl	00091376	Workforce Dev Spec Manager	73674.95	16901.03353	318.79
RCO	24	1010001	800184	80256	Taylor,Ciara	00094128	Case Manager	75744.18	17375.71489	218.49
RCO	24	1010001	800184	80256	Reed,Richard Lee	00091377	Workforce Development Speciali	73674.95	16901.03353	212.52
RCO	24	4015918	800184	80256	Kelley,Phillip	00105525	Community Outreach Specialist	69481	15938.9414	194.37
AGENCY GRAND TOTAL								524726.51	120372.2614	2266.41

OFFICE OF RETURNING CITIZEN AFFAIRS (RCO)
 FY 2023 OVERTIME EARNINGS BY EMPLOYEE - TOP 25

Agency Code	Fiscal Year	Fund	Program N	Cost Cente	Employee Name	Position Number	Position Title	0.226		
								Salary	Fringe (.226)	Overtime Pay
RCO	23	1010001	800184	80256	Bass,Camron	00075344	Outreach & Service Specialist	69479.73	15938.65006	3490.68
RCO	23	1010001	800184	80256	Smith,Lyndriell	00091377	Case Manager	76880.34	17636.35	850.12
RCO	23	4015918	800184	80256	Kelley,Phillip	00105525	Community Outreach Specialist	67383	15457.6602	627.74
RCO	23	4015918	800184	80256	Moore,Joyce	00105621	Supvy Outreach & Svcs Spec	85791.36	19680.53798	494.95
RCO	23	1010001	800184	80256	Taylor,Ciara	00094128	Case Manager	75744.18	17375.71489	418.78
RCO	23	4015918	800184	80256	Nkemeah,Jayne A.	00105528	Community Outreach Specialist	67383	15457.6602	376.64
RCO	23	4015918	800184	80256	Johnson,Raina	00105526	Community Outreach Specialist	65285	14976.379	251.1
RCO	23	1010001	800184	80256	Jackson,Alicia D.	00099775	Case Manager	76880.34	17636.35	295.69
AGENCY GRAND TOTAL								442661.61	101546.5733	6805.7

Note: \$660.61 difference between 485 and R025 is due to accrual reversal

BONUSES, SPECIAL PAY, AND SEPARATION PAY

FY 2023:

No bonuses or special pay

Terminal Leave

NAME	POSITION	Amount
Boston,Joyce Nickole	00099986	6145.63
Smith,Lyndriell	00091377	1182.77
White,Antonio	00094128	1705.31
Total Amount:		9033.71

FY 2024:

No bonuses, special pay, or separation pay



Office of the Chief Financial Officer
District Integrated Financial System (DIFS)

Run date/Time: 01-18-2024 08:47:17

Employee Name	Agency	Transaction Date	Posted Date	Expense Type
Jordyn Seide	RC0	09/29/2023	10/02/2023	7151001-Miscellaneous Expenses
Jordyn Seide	RC0	09/29/2023	10/02/2023	7111002-Office Supplies
Jordyn Seide	RC0	09/29/2023	10/02/2023	7111002-Office Supplies
Jordyn Seide	RC0	12/05/2023	12/08/2023	7131009-Prof service fees & Contr
Jordyn Seide	RC0	12/05/2023	12/06/2023	7131009-Prof service fees & Contr
				Total:

R077 - Corporate Card Charges Report

Agency	RC0
Employee	
Corporate Card Progr	JPMorgan Purchase Master Cards
Date Range From	10/1/2023
Date Range To	1/31/2024

Expense Amount	Merchant Name
\$1,850.00	SQ *MJM CONTRACTING IN
\$1,146.90	PUBLIC PERFORMANCE MAN
\$1,200.00	BARON TOURS
\$1,926.50	STAR OFFICE PRODUCTS
\$2,600.00	NEXTCAR - CAMP SPRINGS
\$8,723.40	

FY 2023 MEMORANDA OF UNDERSTANDING (MOU) - BUYER SUMMARY

Office of Returning Citizens

SELLING AGENCY	DESCRIPTION OF SERVICES PROVIDED	AMOUNT	Start Date	End Date
Office of the Chief Technology Officer(TO0)	Surface Laptops- 21 laptops to be purchased	29,820	10/1/2022	9/30/2023
Office of Finance and Resource Management (AS0)	Non-DC NET Services	6,087	10/1/2021	9/30/2022
Office of the Chief Technology Officer(TO0)	DC Net Services	4,059	10/1/2022	9/30/2023
Office of the Chief Technology Officer(TO0)	IT Assessment	1,168	10/1/2022	9/30/2023
Office of Integrity (AT0)	Single Audit	1,049	10/1/2022	9/30/2023
Department of Employment Services (CF0)	Employment Assistance, Unemployment Assistance,Apprenticehip & Vocational training	469,900	3/16/2023	9/30/2023
Purchase Card Transactions (PX0)	Pcard Transactions	10,000	10/1/2022	9/30/2023
Department of Public Work (KT0)	Fleet Services	4,544	10/1/2022	9/30/2023
TOTAL		526,627		

FY 2023 MEMORANDA OF UNDERSTANDING (MOU) - SELLER SUMMARY

Office of Returning Citizens

BUYER AGENCY	DESCRIPTION OF SERVICES PROVIDED	AMOUNT	Start Date	End Date
Department of Human services (JA0) & Economic Security Administration	Provide employment and case management services to participants, defined as Supplemental Nutrition Assistance Program (SNAP) recipients that have been confirmed by DHS to be both eligible and suitable for SNAP E&T program services.	341,481	10/1/2022	9/30/2023

SELLING AGENCY	DESCRIPTION OF SERVICES PROVIDED	AMOUNT	Start Date	End Date
TOTAL		341,481		

OFFICE OF RETURNING CITIZEN AFFAIRS (RC0)					
FY 2023 REPROGRAMMING LIST					
LOCAL FUNDS:					
FISCAL YEAR	FUND	DATE	REPROGRAMMING #	DESCRIPTION	AMOUNT
2023	1010001-Local	9/30/22	Reprogramming Adjustment 413	PSJC- Offset District wide Deficit	(75,000.00)
					(\$75,000)
There are no reprogrammings for FY 2023					



MAYOR'S OFFICE ON RETURNING CITIZEN AFFAIRS

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2024

CONTENTS

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1 MAYOR'S OFFICE ON RETURNING CITIZEN AFFAIRS

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 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
MORCA was able to launch its inaugural real estate class for returning citizens. 14 out of 16 individuals graduated from this new initiative.	NA	NA
FY2023 MORCA served a total of 4163 returning citizens by providing supports with Identification cards, birth certificates, mental and substance abuse supports, housing referrals, transportation supports, Chromebooks, tickets program, job training, CDL training, employment opportunities and other reintegration resources.	NA	NA
In FY2023 MORCA was able to launch the Access the Jobs employment subsidy initiative after hiring a workforce development supervisor with the necessary skillsets to implement the program. The program is now going into its second year.	NA	NA

3 2023 OBJECTIVES

Strategic Objective

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.

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.

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.

Participate in different taskforce, community forums, and/or community event aimed at reducing stigmas around returning citizens.

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

4 2023 OPERATIONS

Operation Title	Operation Description
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.	
Case Management: Daily Service	Conduct intakes and individualized assessments with returning citizens; develop case plans based on 30-, 60-, 90-, 120- and 180-day life cycles.
Coordination: Key Project	Refer returning citizens to housing, employment, vocational training, legal education, health, and job readiness services
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.	
Advocating for clients: Daily Service	Establish a tracking system to ensure returning citizens are referred to training opportunities.
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.	
Communication.: Daily Service	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.
Government Programs.: Daily Service	Identify programs that assist with removing the unique barriers of returning citizens.
Community participation.: Daily Service	Participation in community-based working groups, roundtables and symposiums.

5 2023 STRATEGIC INITIATIVES

In FY 2023, Mayor’s Office on Returning Citizen Affairs had 10 Strategic Initiatives and completed 50%.

Title	Description	Update
Care Coordination	MORCA will work with OCTO and other experts to leverage salesforce system to its full functionalities, while converting hard copies to digital records.	Completed to date: 50-74% The Director of Operations and workforce team has met with OCTO system manager to discuss strategies. OCTO has developed a test assessment based on our current workforce assessment. Feedback has been provided and MORCA is waiting on OCTO to present the best course of action in moving forward with going completely digital. The goal for FY24 is to transition most of MORCA’s spreadsheets onto a digital platform by the mid fiscal year. MORCA and OCTO has been working hard to accomplish this goal throughout this fiscal year but had to pivot due to financial reasons as well as OCTO availability.
Case Management: Care Coordination	Strengthen MORCA current multi-department assessment process through developing a more comprehensive strategy that’s operational through salesforce.	Completed to date: Complete MORCA has made the necessary assessments to revive the current method of assessment. However, MORCA is still working with OCTO to digitalize each department’s assessment. While this initiative is completed the agency leaders will continue to look four different ways to strengthen the assessment process
Government Programs	Work with UDC to implement Children of incarcerated parents legislation mandated by council.	Completed to date: 50-74% MORCA and UDC have been able to complete the first phase of the proposed framework. Currently both groups are seeking participants that will be able to provide insight based on lived experience, current services gaps, and innovative ideas. Both parties are looking to capture diverse opinions to ensure that the strategic plan captures a wide variety of the population. Once the gathering of information is completed UDC will produce the final product, a citywide strategic plan. Two-year project
Partnerships: Collateral coordination	Increased partnerships with mental health providers to deliver therapeutic support to returning citizens experiencing with mental health challenges.	Completed to date: Complete MORCA has intentionally sought and advocate for mental health partnerships with both public and private stakeholders. MORCA is in discussions with DBH about strengthening our partnerships to address the mental health challenges Returning Citizens face. MORCA is also in conversation with CBOs that currently have mental health support groups and will host more safe spaces for the community.
Strategic Planning/Service Delivery	Develop a strategic plan for the workforce development operational processes to improve current gaps and strengthen protocols.	Completed to date: Complete MORCA leadership just promoted a workforce specialist to the supervisor position and has fully staffed the workforce team with diverse skill sets. This has drastically changed the trajectory of the performance of the overall department. We have been able to complete a grant cycle and relaunch MORCA first grant for a second year while increasing partnership with different industries. While this will continue to be a growing strategic strategy, we have met the identified gaps and will continue to look at different ways to improve each department.

Self
Advocacy
Opportunities

Identify/developed four advocacy opportunities for returning citizens and returning citizens staff to participate in as change-makers with lived experience experts.

Completed to date: Complete MORCA leadership, and staff continue to attend several advocacy groups that aims at removing barriers for Returning Citizens and their families:
Core DC electronic monitoring community relations board, ensure the DC residence have a halfway house that aims to promote safe, successful, resource rich opportunities to aide in a smooth transition and a chance to be put on the pathway to successfully re-integrating.
Thriving families' safer children steering committee is an interdisciplinary taskforce that bring together all stakeholders to conduct care coordination and opportunities to share upcoming events and resources that strengthen families impacted by low economic status. The primary goal is to create a healthy family dynamic that promotes a holistic safety approach by assessing the need and gaps.
Information Technology Occupational Advisory Board (Workforce Investment Council) collaborates on different ways to create career pathways for Returning Citizens and other disenfranchised groups to help them into technology occupations. This is one of the growing fields that one can make six figures without post-secondary education. The Director and MORCA staff advocate for Returning Citizen to be included/ prioritized in those conversations.
Deputy Mayor Office for Public Safety and Justice equity committee. Strategize about equity at its impact on public safety. The taskforce convenes to strategize the Districts approach to addressing those barriers and giving individuals different paths to providing for their families and advancing.
DC healthcare finance committee on mental health continuity for returning citizens. Advocate for more healthcare coordination from healthcare providers in the FBOP institution to primary healthcare providers outside.
In quarter 4, MORCA spearheaded a new initiative centered around women and understanding their unique needs as it pertains to reentry the goal is to create a safe space to hear the needs and proposed legislative change. Next year's goal is to create a men's round table to understand their needs and make legislative changes.

Care Coordination/Increasing Access	Develop two in person/virtual therapeutic support groups centered around increasing success and support with the re-integration process (i.e Reunification, mental health, life skills etc.) by addressing mental health needs.	<p>Completed to date: Complete</p> <p>MORCA has been in conversations with DBH and other community-based organizations about the mental health challenges that returning citizens experience as a result of the trauma before and after incarceration. MORCA is in partnership with the Henson foundation that focuses on mental health in the black community. The Henson foundation provides five free mental health sessions, and a plethora of different mental health techniques. On January 7th MORCA hosts a therapeutic bonfire event. The focus was to allow returning citizens a safe space to gather and discuss accomplishments, challenges of the previous year and to let go of anything negative by releasing it into the fire. MORCA also partner and participated in a week of healing that address topics, such as domestic violence, incarceration, and gun violence through a healing lens. MORCA has come into MOU with prestige mental health that is station inside the agency twice a week to help coordinate mental health support for current client. The support also extends into housing resources and other eminent needs. MORCA will continue to strengthen the relationship with other mental health providers and develop support groups that create more safe spaces for returning citizens.</p>
Workforce /Economic Partnerships	Coordinate and create a multitude of different economic advancement ventures for returning citizens (i.e pop up shops, CBE certifications etc)	<p>Completed to date: 50-74%</p> <p>MORCA conducted Three pop-up shops for returning citizens small business. MORCA goal is to host several more this upcoming fiscal year that will lead into a business summit to help improve and build capacity within Returning Citizens businesses. MORCA have met with the Department of Small and Local businesses to discuss Returning Citizen center training to be able to operate as a CBE and explore other opportunities to build capacity. Partially met.</p>
Macro Advocacy	Construct and implement a returning citizens summit that will occur yearly.	<p>Completed to date: 50-74%</p> <p>Based on the priorities of the agency leadership had to postpone launching the inaugural summit. The goal is to prioritize this initiative once a reentry program specialist is hired that could dedicate time to overseeing projects and initiatives. The first plan of action would be to develop a cost analysis and scope of work so that we can properly execute the first annual reentry summit. The Summit will highlight subject matter experts to come and speak on areas that they have mastered that other professional and constituents in this space are looking to improve in their business or personal life. Had to prioritize eminent initiatives and needs.</p>
Operational Coordination	Evaluate and strengthen MORCA on boarding process.	<p>Completed to date: 25-49%</p> <p>The Director of Operation is having all supervisors review and revise their training manual. The Executive Director and the Director of operations have been revising the agency strategic plan as well as the mission statement. After all operational documents are up to date the agency will conduct agency-wide training as a refresher for all staff. MORCA is looking into small contractors to take the lead in this initiative.</p>

6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
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.											
Percent of returning citizens that successfully obtain employment	Up is Better	23.8%	67.2%	77.4%	123.5%	57%	75%	77%	24%	Met	
Percent of returning citizens referred to government and community-based programs and services, identified in their individualized case plan	Up is Better	23.1%	97.5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	100%	Met	
Percent of returning citizens that complete vocational training programs	Up is Better	39.9%	86.7%	34.2%	31.2%	42.1%	75.6%	75.6%	40%	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	26	83	10	12	12	23	57	10	Met	
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.											
Number of employer relationships developed in Wards 7 and 8	Up is Better	New in 2022	54	7	4	3	2	16	-	-	
Number of returning citizens attending job fairs	Up is Better	New in 2022	312	237	211	242	252	942	-	-	
Percent of returning citizens referred to and completing employment training programs.	Up is Better	41.1%	45.3%	27.1%	228.4%	42.1%	57%	67.1%	42%	Met	
Number of returning citizens who went through training and were successfully hired as peer navigators	Up is Better	New in 2023	New in 2023	6	6	6	6	6	6	New in 2023	
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.											

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
New pilot programs or policy recommendations developed on improving service delivery for returning citizens.	Up is Better	3	13	15	27	18	12	72	5	Met	
Participate in different taskforce, community forums, and/or community event aimed at reducing stigmas around returning citizens.											
Number of advocacy opportunities identified or developed for returning citizens and returning citizens staff to participate in as change-makers due to their lived experience as experts in the field.	Up is Better	New in 2023	New in 2023	4	12	16	22	54	New in 2023	New in 2023	

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Case Management							
Number of Strategic Partnerships	23	195	20	40	18	36	114
Number of employment training collaborations	48	83	5	9	12	4	30
Number of returning citizens that receive case plans	1,063	839	475	563	1,105	387	2530
Coordination							
Number of clients assigned to peer navigators	New in 2022	939	456	652	340	420	1868
Number of returning citizens attending behavioral health services	New in 2022	5.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	50.7%
Advocating for clients							
Number of employers hiring returning citizens	21	263	63	63	63	63	252
Number of returning citizens hired.	67	297	152	126	138	138	554
Number of returning citizens that are employed for at least 90 days.	91	277	42	102	36	0	180
Number of returning citizens that are employed for at least 120 days.	169	182	120	18	86	1	225
Number of returning citizens remaining employed after the first year	New in 2022	127	Annual Measure	Annual Measure	Annual Measure	Annual Measure	65
Number of returning citizens that are employed for at least 60 days.	78	287	32	122	16	0	170
Communication.							
Number of returning citizens referred to workforce development, life skills and mentoring programs.	461	1,053	238	356	414	354	1362
Community participation.							
Number of returning citizens advocates represented as coalition members	New in 2022	53.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	200%
Number of barriers identified by the working group quarterly	New in 2022	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10
Number of meeting convened	New in 2022	277.8	186	63	93	150	492
Number of governmental agencies represented as coalition members	New in 2022	2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Government Programs.							

Workload Measures (continued)

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Number of times MORCA participated in community-based working groups, roundtables and symposiums.	82	66	23	15	34	34	106