

## COMMITTEE ON HOUSING

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

December 23, 2025

Mayor's Office of Community Affairs

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

Dear Acting Director Shakir:

The Committee on Housing has tentatively scheduled a performance oversight hearing on the Office on Returning Citizen Affairs for **Thursday, January 22, 2026, at 2:00 PM**. The hearing will be held in a hybrid format. However, agency leadership is respectfully and strongly encouraged to attend performance oversight hearings in person and to remain present in the hearing room during public witness testimony. The Committee also asks that agency leadership take note of concerns raised by public witnesses and follow up with appropriate constituents as needed.

As the Committee welcomes new leadership at MORCA, this oversight hearing will focus on how the agency is prioritizing its work and maximizing impact for returning citizens within existing fiscal constraints. In addition to reviewing current operations and outcomes, the Committee is interested in forward-looking policy and program proposals that have the potential to create meaningful, measurable improvements for returning citizens. In particular, the Committee seeks to discuss how the agency is addressing top-line challenges—including housing stability, job security, access to services, and cross-agency coordination—to ensure limited resources are used effectively and reach as many returning citizens as possible.

The Committee requests that you submit written testimony at least **48 hours prior to the commencement of the hearing**. Please limit your oral testimony at the hearing to **10 minutes**.

The Council's Hearing Management System ("HMS"), available at <https://lims.dccouncil.gov/hearings>, is the preferred mechanism for witness registration and the submission of written testimony. Witnesses who require assistance may also contact the Committee at [housing@dccouncil.gov](mailto:housing@dccouncil.gov) or **(202) 727-8720**.

It is the practice of the Committee to provide agencies with written questions in advance of performance oversight hearings. Please review the attached list of questions and submit written responses no later than the close of business on **Thursday, January 13, 2026**. Responses should be emailed to [housing@dccouncil.gov](mailto:housing@dccouncil.gov) and provided in a single electronic document with clearly marked attachments, where necessary. If any documents are too large to transmit by email,

please contact the Committee to coordinate submission. Please do not submit sensitive, non-public, or personally identifiable information, as all materials will be made publicly available through HMS.

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, and we look forward to your testimony.

Sincerely,

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

PART 1: AGENCY-SPECIFIC OVERSIGHT AND PERFORMANCE QUESTIONS

1. Based on the Office's direct interactions with returning citizens in FY 25 and FY 26, to date, please provide the following:

- a. List the **top 10 reasons** returning citizens contacted MORCA (e.g., housing, employment, vital documents/IDs, benefits, transportation, supervision requirements). For each, provide:
  - i. the **number of intakes/cases opened**; and
  - ii. whether the Office generally resolves the issue directly, resolves it through another agency/partner, or can only provide referrals.
  - iii.

**Response**

**The top ten reasons returning citizens contact the Mayor's Office of Returning Citizens Affairs (MORCA) are:**

1. **Vital Documents** – Help obtaining IDs, birth certificates, Social Security cards.
  2. **Housing** – Assistance with finding and applying for housing.
  3. **Employment** – Job search support and overcoming hiring barriers.
  4. **Legal Resources** – Referrals for legal aid and expungement.
  5. **Transportation** – Help with transit passes or vehicle access.
  6. **Mental Health** – Connections to counseling and treatment programs.
  7. **Clothing Assistance** – Work attire and basic clothing support.
  8. **DMV Tickets** – Assistance resolving traffic fines and license issues.
  9. **Food Assistance** – Access to food pantries and SNAP benefits.
  10. **Utility Assistance** – Help with overdue bills and service restoration.
- i. Please see attachment; tab Q1
  - ii. MORCA operates primarily as a referral-based agency. Client needs are addressed through partner organizations and external resources rather than being resolved in-house. Because returning citizens often present with multiple, complex needs, it is rarely possible to resolve all issues in a single visit. Instead, MORCA provides initial guidance and referrals, followed by additional support as needed.
- b. Identify the **top 5 issues that consume the most staff time per case** (even if they are not the most frequent). For each, briefly describe:
    - i. what makes it time-intensive (e.g., eligibility constraints, missing documents, interagency delays); and
    - ii. the typical number of follow-ups required to reach resolution.

**Response:** The five issues that consume the most staff time per case are:

1. **Housing Navigation for Clients Without Documentation**  
Significant time is spent helping clients gather IDs, income verification, and residency proof through coordination with multiple agencies.

2. **Reentry Planning Gaps**

Clients returning without release documents require staff to request records by contacting correctional facilities and service providers.

3. **Clients With Immediate Multi Domain Needs**

Urgent needs like housing, food, and employment demand intensive case management and coordination across agencies.

4. **Employment Barriers**

Assistance with background checks, licensing, and compliance involves extended communication with employers and boards.

5. **Identity Restoration**

Replacing IDs, birth certificates, and Social Security cards requires multiple follow-ups with various jurisdictions and federal agencies.

**Typical Number of Follow-Ups:**

Straightforward cases may resolve in **2–4 follow-ups**, but complex issues—such as identity restoration or housing navigation—typically require **4–6 follow-ups** due to multi-agency coordination and document delays.

- c. Identify the **top 5 barriers** that MORCA encounters where the Office lacks sufficient authority, tools, or cooperation to resolve the issue. For each:
- i. name the primary agency/system dependency;
  - ii. describe what MORCA can do today (and what it cannot); and
  - iii. state one concrete change (policy, process, data access, or escalation pathway) that would materially improve outcomes.
- d. For parts (a)–(c), identify any barrier that has **meaningfully increased or decreased** compared to FY24 and explain why.

**Response:**

Top 5 Barriers

The following describes the most significant barriers faced by returning citizens, the agencies responsible, MORCA’s current role, and suggested improvements:

1. Housing Voucher Shortage
  - a. Primary Agency/System: DCHA
  - b. MORCA’s Current Role: Refers clients; receives limited vouchers
  - c. Suggested Improvement: Increase voucher allocation and improve communication on program changes
2. DMV Pathways Ticket Relief Program
  - a. Primary Agency/System: CCU / DMV
  - b. MORCA’s Current Role: Assists clients; limited by new Central Collection Unit rules
  - c. Suggested Improvement: Legislative or policy changes to expand eligibility
3. Housing Verification

- a. Primary Agency/System: DHS
  - b. MORCA’s Current Role: Relies on Social Services Form, now restricted
  - c. Suggested Improvement: Restore or expand agencies authorized to provide residency verification
4. Untreated Mental Health Needs
- a. Primary Agency/System: Department of Behavioral Health
  - b. MORCA’s Current Role: Encourages treatment; limited enforcement power
  - c. Suggested Improvement: Enhance engagement strategies or create mandated treatment pathways

**The Pathways Program (Challenges)**

Many clients no longer qualify for assistance under the updated rules, creating significant barriers for those seeking employment or starting businesses. MORCA has engaged with the Central Collection Unit (CCU) to address these challenges and discuss the increased obstacles caused by recent changes to the Pathways program and DMV residency verification requirements. This is partially a rule implementation of D.C.’s Strengthening Traffic Enforcement, Education, and Responsibility (STEER) Amendment Act of 2024.

**Identification/Vital Record (Challenges)**

Many clients lack eligibility documents due to housing instability. Previously, several agencies allowed clients to use their address for residency verification. However, stricter DMV rules have eliminated this option, creating additional barriers for clients who need proof of residency to access services.

2. Building on the barriers identified in Question 1, and focusing specifically on **interagency processes rather than barrier types**, please provide the following:
- a. Identify the **top 5 District agencies or external partners** MORCA most frequently relies on resolving returning citizen cases. For each, specify the primary function they play (e.g., eligibility determination, document issuance, approval, placement).
  - b. For each agency or partner identified above, describe **where delays or breakdowns most commonly occur** in the process (e.g., intake, eligibility review, documentation, approval, placement, follow-up)
  - c. Where available, provide the **typical or median time** it takes for MORCA to receive a response or resolution from each agency/partner once a referral or request is made.
  - d. Indicate whether coordination with each agency or partner has **improved, worsened, or remained unchanged** compared to FY24, and briefly explain why (e.g., staffing changes, process improvements, policy shifts).
  - e. Describe what steps MORCA takes when delays occur (e.g., escalation protocols, leadership intervention, alternative pathways) and identify **one specific change** that would most improve coordination for each agency or partner.

**Response: Top 5 Agencies/Partners and Interagency Process Details**

## DMV

- **Primary Function:** ID and license issuance
- **Common Delays:** Housing verification and residency proof issues
- **Median Response Time:** 24–48 hours
- **Coordination Trend (FY24–FY26):** Remains unchanged
- **Suggested Improvement:** Expand authorized residency verification agencies
- **MORCA’s Steps When Delays Occur:** Escalates through DMV leadership, seeks alternative verification options, and refers clients to external partners for support.

## DCHA (Housing Authority)

- **Primary Function:** Housing vouchers
- **Common Delays:** Voucher shortages and uncommunicated rule changes
- **Median Response Time:** 24–48 hours
- **Coordination Trend:** Unchanged
- **Suggested Improvement:** Improve communication and increase voucher availability
- **MORCA’s Steps When Delays Occur:** Connects clients to emergency housing resources such as SOME, Martha’s Table, and Bread for the City while continuing to advocate for voucher access.

## DOC (Department of Corrections)

- **Primary Function:** Sends face sheets and other pre-release documents
- **Common Delays:** None reported
- **Median Response Time:** 24–48 hours
- **Coordination Trend:** Unchanged
- **Suggested Improvement:** Maintain current processes
- **MORCA’s Steps When Delays Occur:** Rarely needed, but MORCA follows up directly with DOC contacts to expedite documentation if issues arise.

## DHS (Department of Human Services)

- **Primary Function:** Food and medical assistance
- **Common Delays:** Waiting on face sheets from DC Jail
- **Median Response Time:** 24–48 hours
- **Coordination Trend:** Unchanged
- **Suggested Improvement:** Maintain current processes
- **MORCA’s Steps When Delays Occur:** Refers clients to Bread for the City, Martha’s Table, and other food assistance programs while awaiting DHS approval.  
Volunteers of America/Fairview
- **Primary Function:** Pre-release housing management
- **Common Delays:** Clients housed out-of-area causing travel burden
- **Median Response Time:** 24–48 hours
- **Coordination Trend:** Unchanged
- **Suggested Improvement:** Provide MARC train tickets or travel support
- **MORCA’s Steps When Delays Occur:** Assists clients with transportation

referrals and emergency travel support through community partners, and SMART trip cards.

- e. Describe what steps MORCA takes when delays occur (e.g., escalation protocols, leadership intervention, alternative pathways) and identify one specific change that would most improve coordination for each agency or partner.

**RESPONSE:** When there is a delay, MORCA pivots and finds additional external resources for the clients to utilize.

- f. Focusing on **MORCA’s internal operations and capacity** (as distinct from external agency performance), please identify the **top 5 operational challenges** that limit the Office’s ability to serve returning citizens effectively. Examples may include staffing structure, workflow design, data systems, eligibility screening capacity, or transportation coordination. For each challenge identified, please describe:
  - g. How the challenge affects service delivery for returning citizens (e.g., delays, case backlogs, limited follow-up);
  - h. Any steps taken in FY25–FY26 to mitigate or address the challenge; and
  - i. What remains unresolved and why (e.g., funding, statutory authority, staffing limits, technology constraints)

**Response:**

**Top 5 Operational Challenges**

**1. Lack of a Centralized Data and Case Management System**

- **Impact on Service Delivery:** Without a centralized system, tracking client progress and outcomes is fragmented across spreadsheets, emails, and partner systems. This causes delays, inconsistent reporting, and increased administrative burden.
- **Steps Taken in FY25–FY26:** Standardized intake and tracking tools; aligned data collection with partner agencies; explored case management solutions and mapped internal processes.
- **What Remains Unresolved and Why:** No dedicated funding or IT authority to implement a full platform. Requires additional resources, interagency coordination, and technology approvals.

**2. Limited Cross-Agency System Access and Data Sharing (FBOP)**

- **Impact on Service Delivery:** Restricted access to partner systems slows eligibility verification and referral tracking, leading to manual follow-ups and delayed case resolution.
- **Steps Taken in FY25–FY26:** Strengthened communication protocols; formalized data-sharing requests; held regular coordination meetings.
- **What Remains Unresolved and Why:** Statutory, privacy, and system-level restrictions require formal agreements and leadership approvals beyond MORCA’s control.

### 3. Operational Strain from Manual Processes

- **Impact on Service Delivery:** Manual workflows increase administrative workload, slow reporting, and reduce staff capacity for direct client engagement.
- **Steps Taken in FY25–FY26:** Digitized select forms; introduced standardized templates; refined tracking processes to reduce duplication.
- **What Remains Unresolved and Why:** Full automation is limited by technology resources and funding. Requires system modernization and procurement support.

### 4. Misperception of MORCA’s Role Among Stakeholders

- **Impact on Service Delivery:** Misunderstanding of MORCA’s responsibilities leads to client frustration, unrealistic expectations, and staff spending time on damage control.
- **Steps Taken in FY25–FY26:** Added annual Meet and Greets; increased intentional outreach in high-returning citizen communities; clarified services during stakeholder events.
- **What Remains Unresolved and Why:** Persistent gaps in understanding despite outreach. Requires improved communication strategies and stakeholder education.

### 5. Transportation Coordination Challenges

- **Impact on Service Delivery:** Clients housed out-of-area or needing multiple appointments face travel burdens, limiting access to services and employment opportunities.
- **Steps Taken in FY25–FY26:** Partnered with community organizations for emergency transportation support; provided referrals to SOME, Bread for the City, and Martha’s Table for assistance.
- **What Remains Unresolved and Why:** No dedicated transportation funding or formal agreements for travel support. Requires additional resources and interagency coordination.

3. In FY25, MORCA identified three goals using the Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) framework. For **each goal**, please provide the following

- a. State the original target, the actual outcome achieved, and the **percentage of the goal met**. If the goal was not met, quantify how far short the Office came.

#### **Response:**

#### FY25 SMART Goals

#### Goal 1: Strengthen Partnerships Across Service Sectors

- Original Target: Collaborate with three organizations per sector each quarter.
- Actual Outcome (FY25):
  - Transportation: 14 partnerships
  - Food: 12 partnerships
  - Clothing: 11 partnerships

- Mental Health: 13 partnerships
- Percentage Met: 417% of target
- Explanation: MORCA exceeded the target by focusing on overall partnerships rather than limiting outreach by sector.
- Operational Changes (FY25–FY26): Increased emphasis on cross-sector collaboration and streamlined outreach strategies beginning Q2 FY25.
- Key Factor Affecting Performance: Expanded outreach capacity and strong community engagement.
- FY26 Status: Goal revised to emphasize quality and depth of partnerships rather than quantity.
- Lesson Learned: Broad sector-based targets can lead to overextension; FY26 goals now prioritize strategic alignment and measurable impact.

#### Goal 2: Facilitate Housing for Returning Citizens

- Original Target: Place 30 returning citizens in semi-permanent or permanent housing during FY25.
- Actual Outcome:
  - 26 housing vouchers issued
  - 8 placed in Jubilee Housing
  - 3 purchased homes
- Percentage Met: 123% of target
- Operational Changes (FY25–FY26): Increased coordination with housing partners and implemented early identification of housing needs starting Q3 FY25.
- Key Factor Affecting Performance: Strong partnerships with housing providers and effective voucher advocacy.
- FY26 Status: Goal continued with added focus on long-term housing stability and homeownership pathways.
- Lesson Learned: Early engagement and proactive housing planning significantly improve outcomes.

#### Goal 3: Expand Employment and Training Opportunities

- Original Target: Place 100 returning citizens in training programs and 50 in gainful employment during FY25.
- Actual Outcome:
  - Job Training: 600% of target
  - Job Placement: 402% of target
  - Employers/Programs included DPW, Career Shop DC, Events DC, Goodwill, Aramark, and others.
- Operational Changes (FY25–FY26): Formalized employer partnerships and introduced job readiness workshops starting Q2 FY25.
- Key Factor Affecting Performance: Increased employer engagement and strong collaboration with workforce development programs.
- FY26 Status: Goal continued with added emphasis on retention and career advancement.
- Lesson Learned: Building strong employer relationships and offering wraparound

support drives success beyond initial placement.

**FY26 Status:** Goals were either continued or revised to reflect evolving priorities, with added emphasis on quality outcomes and sustainability. As of the end of FY25, MORCA no longer uses SMART goals to guide strategic planning and performance measurements. The Office has transitioned to QuickBase for real-time tracking, reporting, and workflow management, enabling more agile and data-driven operations.

Describe any **operational or strategic changes** the Office made during FY25–FY26 in response to progress toward (or shortfalls from) the goal, including when those changes were implemented

In response to progress toward workforce-related goals, MORCA implemented several key changes during FY25 and FY26:

**1. Investment in In-House CDL Program:** MORCA allocated financial resources to establish an internal Commercial Driver’s License (CDL) training program in FY25. This provided full autonomy over enrollment and addressed a high-demand career path within the returning citizen community.

**2. Expanded Employer Outreach:** Beginning in FY25, the Workforce Development Team increased outreach efforts to industries with high employment demand. These efforts created direct pipelines to vacancies, improving job placement outcomes.

**3. Launch of In-House Workforce Skills Training:** MORCA introduced a series of internal skills training sessions in FY26 to enhance client self-sufficiency and marketability in competitive job sectors.

These changes were implemented strategically to strengthen employment pathways and reduce dependency on external training programs.

- b. Briefly explain what the Office believes most affected performance for each goal (e.g., internal capacity limits, partner agency delays, policy constraints).

### **Response**

MORCA believes the following factors most influenced performance outcomes in FY25:

**Intentional Outreach Across All Departments:** Increased engagement efforts expanded access to resources and strengthened community connections.

**Creation of In-House Trainings and Information Sessions:** These initiatives improved client readiness and reduced reliance on external programs.

**Building and Strengthening Relationships with Public and Private Sectors:** Strategic partnerships created direct pipelines to employment opportunities and enhanced service delivery.

- c. For FY26, indicate whether the Office is **continuing, revising, or replacing** each goal. For any revised or replacement goal, explain what changed and why the original goal no longer reflected the Office's priorities or operating reality.

**Response: FY26 Goal Status**

For FY26, MORCA has moved away from using SMART goals as the primary framework and adopted a more flexible approach centered on **Key Performance Indicators (KPIs)**. This transition allows the Office to better align with the District's enterprise performance management tool, which evaluates overall agency performance and monitors each department's programs and initiatives in real time. The shift was made because SMART goals, while helpful for setting clear targets, did not fully capture the complexity and evolving nature of MORCA's work. By using KPIs and leveraging QuickBase for tracking and reporting, MORCA can monitor progress more dynamically, identify trends sooner, and ensure that goals reflect current priorities and operational realities.

- d. Please identify one lesson learned from FY25 goal-setting that directly informed how FY26 goals were designed.

**Response:**

One key lesson learned in FY25 was that effectively capturing and analyzing performance data requires a **cross-departmental data system**. Relying on fragmented tools and manual processes limited visibility into progress and outcomes. This insight directly informed FY26's design, leading MORCA to adopt **Key Performance Indicators (KPIs)** and transition to **QuickBase** for centralized tracking and real-time reporting across all programs and initiative.

4. What **three internal indicators** does MORCA rely on most to assess whether its services are effective for returning citizens (as opposed to simply tracking volume)? For each indicator, please explain:

**Response:**

Three internal indicators MORCA relies on most are surveys, peer navigation follow-up encounters, and in person feedback. Additionally, in FY26 MORCA will be implementing an office suggestion box for clients.

- a. Why it is meaningful:  
**Response:** These indicators are meaningful because they give MORCA the opportunity to learn where the agency has met the mark and where improvements can be made through the lens of the community we serve.
- b. What trend the Office has observed over the past year:  
**Response:** MORCA has observed that clients are leaving feeling like their needs are being met. The agency has also received an increase in peer referrals.
- c. How the Office has adjusted its operations in response:

**Response:** MORCA conducted targeted surveys to identify different programs clients wanted the agency to invest in. This has allowed the agency to understand the industries Returning Citizens are interested in and prioritize our efforts based on the results.

5. Please describe any **new initiatives, pilots, or programmatic changes**

MORCA implemented in FY25 and FY26 to date to improve service delivery or operational effectiveness. For each initiative, please describe:

- a. The **specific problem or gap** the initiative was intended to address;
- b. Any funding utilized (including source and amount);
- c. The **results achieved to date**, or the specific outcomes the Office expects to achieve; and
- d. Whether the initiative is being **continued, scaled, modified, or discontinued**, and why.

**Response:** In FY25 and FY26, MORCA advanced service delivery and operational effectiveness through initiatives focused on closing critical gaps in technology access, service coordination, and employment support. Key efforts include launching a **Digital Access and Literacy Initiative** to improve job readiness and engagement with online services; piloting an **Integrated Case Management System** to streamline service delivery and enhance client outcomes; and expanding **Employer Partnerships** to create dedicated hiring pipelines for returning citizens. These initiatives are in early implementation and will be scaled or refined based on performance, reinforcing MORCA's commitment to improving re-entry success and organizational efficiency.

In FY25 and FY26, MORCA implemented initiatives to improve service delivery and operational effectiveness:

- **Digital Access and Literacy Initiative**
  - **Problem/Gaps:** Returning citizens face technology barriers that limit job readiness and access to online services.
  - **Funding:** Supported by local and grant resources (amount allocated from tech access funds).
  - **Results/Outcomes:** Expected to increase digital competency and engagement with workforce programs; early implementation underway.
  - **Status:** Will be **scaled** based on performance metrics to expand reach and impact.
- **Integrated Case Management Pilot**
  - **Problem/Gaps:** Fragmented service delivery and lack of centralized tracking hinder client outcomes.
  - **Funding:** Operational funds allocated for system development and staff training.
  - **Results/Outcomes:** Anticipated improvements in service coordination, faster delivery, and better outcome tracking; pilot phase in progress.
  - **Status:** Will be **modified and expanded** after initial evaluation.
- **Employer Partnership Expansion**
  - **Problem/Gaps:** Persistent employment barriers and limited hiring pipelines for returning citizens.

- **Funding:** Minimal direct costs; leverages existing resources and community partnerships.
- **Results/Outcomes:** Expected increase in job placements and stronger employer engagement; partnerships established with local businesses.
- **Status:** Will be **continued and scaled** to maximize impact.

In FY25, MORCA intentionally curated programs that target returning citizens further in their re-entry journey with the hopes to increase socioeconomic status.

| <b>Initiative/Pilot/ Programmatic Changes</b> | <b>Specific problem or gap</b>   | <b>Funding Utilized</b>           | <b>Results achieved to date</b>   | <b>Continued/Scaled/ Modified/ Discontinued</b> |
|---|--|-----------------------------------|---|---|
| <b>MORCA Second Chance CDL Program</b>        | <b>This program addresses career advancement for Returning Citizens seeking employment in the commercial vehicle industry.</b> | <b>Local Funding \$184,500.00</b> | <b>42 Returning Citizens have graduated from this pilot program. Of the 42 graduates, 38 have been in this career industry.</b> | <b>Continue</b>                                 |

6. Please identify **up to three areas, programs, or service processes** where MORCA sees the greatest opportunity to advance racial equity for returning citizens. For each area identified:  
**food security** as the greatest opportunity to advance racial equity for returning citizens.

**Response**

**a. Specific Inequity or Disparity:**

Returning citizens—predominantly Black and Brown individuals residing in Wards 7 and 8—face systemic inequities, including high poverty rates, unemployment, and housing instability. These disparities are compounded by limited access to resources and economic opportunities.

**b. Actions Taken in FY25–FY26:**

MORCA tailored programs to address these inequities by expanding employment pathways through employer partnerships, increasing access to housing resources, and strengthening connections to food assistance programs. The agency also prioritized resource development to meet clients’ immediate needs while supporting long-term stability.

**c. Early Indicators:**

MORCA tracks progress through KPIs focused on resource acquisition, program

innovation, and client engagement. Early observations show increased participation in employment programs and improved access to supportive services.

**d. Remaining Challenges:**

Despite progress, significant challenges remain due to high demand for housing and employment resources and limited financial capacity. Current economic conditions make it difficult to fully resolve disparities without additional funding and systemic support.

7. 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 collected. Schedule A should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen.
  - a. Please indicate if any position must be filled to comply with federal or local law.
  - b. Please organize Schedule A so that it is clear which positions are primarily responsible for direct client services versus administrative, coordination, or compliance functions.

**Response:** Please see attachment; tab Q8

8. Please list all employees detailed to or from the office. 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. Please note whether the detail affected the Office's ability to deliver direct services or meet performance goals during the period of the detail.

**Response:** There are no employees detailed to or from the Mayor's Office of Returning Citizen Affairs.

9. Please list and describe any spending pressures the office experienced in FY 25 and any anticipated spending pressures for the remainder of FY 26. Include a description of the pressure and the estimated amount.
  - a. If the spending pressure was in FY 25, describe how it was resolved, and if the foreseen spending pressure is in FY 26, describe any proposed solutions.
  - b. For each spending pressure identified, please note whether it resulted in a reduction, delay, or reallocation of services, staffing, or program activity.

**Response:** The Mayor's Office of Returning Citizens did not have any spending pressure in FY25 or in FY26. As required by all agencies, MORCA complied with City Administrators when District wide spending was impacted by Congressional inaction.

10. Approximately how does MORCA staff time break down *(in percentage ranges, if*

*possible)*

across the following activities:

- a. Direct client assistance;
- b. Interagency coordination and follow-up;
- c. Outreach and events;
- d. Administrative or compliance requirements.
- e. Please note any areas where staff time is disproportionately consumed due to external constraints or inefficiencies.

**Response:**

See attachment; tab Q11

**a. Direct client assistance:**

Approximately **40–50%** of staff time is dedicated to direct client support, including intake, case management, and resource navigation.

**b. Interagency coordination and follow-up:**

Roughly **20–25%** of time is spent collaborating with partner agencies and following up on referrals to ensure continuity of services.

**c. Outreach and events:**

About **10–15%** of time is allocated to community outreach, engagement activities, and hosting events to connect returning citizens with resources.

**d. Administrative or compliance requirements:**

Approximately **15–20%** of time is devoted to reporting, documentation, and compliance with program and funding requirements.

**e. Areas where staff time is disproportionately consumed due to external constraints or inefficiencies:**

Staff time is often disproportionately consumed by **interagency coordination** due to fragmented systems and delays in partner response times. Additionally, **administrative compliance** requirements can be burdensome, reducing time available for direct client engagement.

- 11.** Are there services, support, or coordination functions that the Office believes would materially improve outcomes for returning citizens, but that MORCA does not currently provide? If so, please explain:

The Office has identified **housing** as a critical service that could substantially improve outcomes for returning citizens but is not currently provided.

**a. What these functions are:**

The service in question is the provision of **housing vouchers**, which would offer stable housing options and significantly enhance reintegration efforts.

**b. What prevents the Office from providing them today:**

MORCA is unable to provide this service due to **limited access to new housing vouchers**, which restricts our ability to meet this essential need.

**c. Whether the barrier is statutory, budgetary, or operational:**

The primary barrier is **budgetary**, as funding constraints prevent the expansion of housing voucher availability.

12. Please identify up to three legislative priorities or recommendations for the Council that the

Office believes would most materially improve outcomes for returning citizens.

- a. For each priority, please briefly describe:
- b. The specific barrier or gap the legislation would address; and
- c. The outcome or improvement the Office would expect if the change were enacted.

1. **Strengthen Enforcement of the Fair Criminal Record Screening for Housing Act**

Barrier Addressed:

Current laws prohibit criminal background checks before conditional housing offers, but enforcement is weak—many returning citizens still face denials during application processes.

Expected Outcome:

Clearer enforcement through additional funding or expanded authority for the Office of Human Rights would reduce discriminatory denials, improving housing access and stability.

2. **Housing Voucher Allocation**

**Barrier Addressed:** MORCA hasn't received new housing vouchers since FY24—a critical resource for housing vulnerable returning citizens.

**Proposed Legislation:** Mandate annual voucher set-asides or extra allocations for returning citizens.

**Expected Outcome:** Ensures consistent access to stable housing, reducing homelessness and supporting successful reintegration.

3. **Strengthen Enforcement of the Fair Criminal Record Screening for Housing Act**

**Barrier Addressed:** Although DC prohibits criminal background checks before a conditional housing offer, weak enforcement allows many landlords to deny applicants preemptively.

**Proposed Legislation:** Require the Office of Human Rights (OHR) to proactively audit housing providers and impose penalties for violations.

**Expected Outcome:** Reduces discriminatory denials, increases fairness in housing access, and holds landlords accountable.

4. **Credit and Income Protections for Returning Citizens**

**Barrier Addressed:** Standard background and credit checks often disqualify returning citizens—even if lawful—thus limiting housing and economic mobility.

**Proposed Legislation:** Cap credit score requirements or income thresholds for applicants using vouchers or with recent criminal history; mandate alternative assessment methods.

**Expected Outcome:** Prevents arbitrary exclusions, broadens housing access, and supports equitable outcomes for returning citizen.

13. For FY 25 and FY 26, 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 indicate whether each bonus, special pay, or separation payment was related to retention, performance, recruitment, disciplinary resolution, or workforce restructuring.

**Response:** No employees met the threshold established in this question.

14. For FY 25 and FY 26, to date, please list any purchase card spending by the agency, including the employee making each expenditure, the general purpose for each expenditure, and the program or function supported.

Response: Please see attachment; tab Q15

In FY26 with the consolidation of MORCA within EOM-AAO, the office no longer has an independent purchase card.

15. Please list each grant or sub-grant received by the agency in FY 25 and FY 26, to date. For each, provide:
- Funding source and grant name;
  - Total award amount and amount expended to date;
  - Grant period (start and end dates);
  - Purpose and primary activities funded; and
  - Whether the grant funds direct services to returning citizens, administrative capacity, or pilot/innovation work.
  - For any grant with unexpended balances exceeding 20% as of the date of this response, please briefly explain the cause of the delay and whether the funds are expected to be fully utilized.

**Response:** Please see attachment; tab Q16

16. How many FTE positions at MORCA are currently funded in whole or in part by grant funding identified in Question 18? For each grant-funded position, please specify:
- The role/title and primary function;
  - The grant funding source supporting the position;
  - The grant expiration date; and
  - The Office's plan to sustain, transition, or wind down the position if grant funding expires.
  - Please identify any grant-funded positions that support core service delivery and would dramatically impact returning citizens if funding were not renewed.

**Response:** No positions at MORCA are funded by grants.

17. Please list each contract (including leases) and procurement entered into or extended by your agency during FY 25 and FY 26, to date. For each, please provide:

- a. The name of the contracting party;
- b. The nature of the contract, including the end product or service;
- c. The dollar amount of the contract includes amount budgeted and amount actually spent;
- d. The term of the contract;
- e. Whether the contract was competitively bid;
- f. The name of the agency's contract monitor and the results of any monitoring activity; and  
The funding source.
- g. Please also describe the steps the Office takes to identify, disclose, and mitigate potential conflicts of interest in its contract and procurement decisions.

**Response:** Please see attachment; tab Q18

**Response:**

With the consolidation of MORCA into EOM-AA0, all procurement is managed by the Executive Office of the Mayor – Support Services unit. MORCA staff that is involved in contracting and procurement decisions are trained on how to identify, disclose, and mitigate potential conflicts of interest by the Office of Contracting and Procurement and the Board of Ethics and Government Accountability.

- 18.** In FY 25 and FY 26, to date, has MORCA experienced procurement or contracting challenges that materially affected its ability to deliver services to returning citizens? If yes, please describe:
- a. The specific nature of the challenge (e.g., procurement timelines, contract approvals, vendor performance, internal capacity);
  - b. The program or service impacted and how residents were affected; and
  - c. Whether the issue was within MORCA's control or driven by external processes.

**Response:** In FY 2025 and FY 2026 to date, MORCA has not experienced any procurement or contracting challenges that materially affected its ability to deliver services to returning citizens.

- 19.** Based on these experiences, what specific changes to contracting or procurement policies, practices, or systems would most improve MORCA's ability to deliver timely, reliable, and cost-effective services? Please distinguish between:
- a. changes requiring Council action,
  - b. changes requiring executive action, and
  - c. changes the Office could implement internally.

**Response:** MORCA has not experienced any procurement or contracting challenges that impacted service delivery.

20. What is the agency's current adjusted expendable budget for CBE compliance purposes in FY 25 and FY 26, to date? Please provide:
- Total adjusted expendable budget;
  - Total amount spent with SBEs and CBEs, respectively; and
  - The percentage of the adjusted expendable budget spent with SBEs and CBEs.

**Response:** Please see attachment; tab Q21

21. If the Office did not meet its applicable CBE/SBE spending targets, please briefly explain why and identify any steps taken or planned to improve compliance.

**Response:** The agency will submit an amended exception when the DSLBD portal reopens.

22. Where applicable, please note whether CBE/SBE spending supported contracts providing direct services to returning citizens or primarily supported administrative functions.

**Response:** Where applicable, CBE/SBE spending primarily supported administrative and operational functions, rather than direct service delivery to returning citizens. Direct service contracts for returning citizens often require specialized expertise and capacity that are currently limited among certified CBE/SBE vendors.

23. Please provide the number of FOIA requests submitted to the agency for FY 25 and FY 26, to date, including how many were granted, partially granted, denied, and are currently pending. In addition, please provide:

- Average response time;
- Estimated number of full-time equivalent staff (FTEs) involved in processing FOIA requests;
- Estimated total staff hours devoted to FOIA compliance; and
- Estimated cost of compliance.

**Response:** FOIA requests to the Community Affairs Offices, including MORCA, are handled centrally by the Executive Office of the Mayor ("EOM"). Please refer to EOM's responses to the above questions.

24. Please also describe whether any categories of records are frequently requested and whether the Office has considered proactive public posting of those records to reduce repeat requests and administrative burden.

**Response:** Very rarely receives FOIA requests that are specific to this office; therefore, there are no categories of records frequently requested from MORCA.

25. If FOIA requests related to MORCA were received or processed centrally by the Executive Office of the Mayor rather than directly by the agency, please describe: (a) how MORCA staff were involved in responding to those requests; (b) the types of records requested; and (c) whether the Office has taken any steps to proactively publish frequently requested information to reduce future FOIA burden.

**Response:**

- (a) EOM received one request in FY25 that could conceivably have been for MORCA records. MORCA staff assisted by searching for their records, including physical and digital correspondence as well as records received from the Federal Bureau of Prisons.
- (b) The request was for copies of 12-309 notices delivered by select incarcerated individuals. It was determined that the Office of Risk Management (“ORM”) receives such notices, and the requester was referred to ORM.
- (c) No MORCA records have been requested or released, so the Office has nothing to proactively publish.

26. Please list administrative complaints or grievances that the agency received in FY 25 and FY 26, 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 25 or FY 26, to date.
- a. If the Office reports receiving no administrative complaints or grievances during this period, please describe the mechanisms MORCA uses to identify service failures, staff conduct concerns, or resident dissatisfaction outside of the formal complaint process, and provide at least one example from FY25–FY26 where such feedback resulted in a change in practice.

**Response:** In FY 25 and FY 26, to date, MORCA was not in receipt of any administrative complaints or grievances for matters unrelated to personnel issues or sexual harassment complaints. MORCA is unable to release specific information on administrative complaints or grievances related to personnel matters or reports of sexual harassment.

More generally, for complaints or grievances related to personnel matters, MORCA’s process for investigating and responding to these complaints will vary depending on the nature of the complaint. For credible violations of the Code of Conduct, for example, the process would be to refer the matter to the Board of Ethics and Government Accountability (BEGA).

Minor instances of misconduct, possible misconduct, or an appearance of impropriety are resolved through counseling, training, reprimands, and, where warranted, specific plans

for improvement. Those actions can be administered by the Director, Director of Operations, or an employee’s direct supervisor in consultation with the Director. For more serious cases, following substantiation of allegations through investigations, an employee may be encouraged to resign or be separated. MORCA employees, with few exceptions, are in the Excepted Service, and serve at the pleasure of the Mayor.

MORCA employees, like all District government employees, also have at their disposal the resources provided by other agencies, such as the Office of Human Rights. Where an employee alleges discrimination in the workplace, Equal Employment Opportunity counselors are available across the government to process these complaints.

Further, regarding sexual harassment complaints, MORCA follows the policies and procedures set forth in Mayor’s Order 2023-131, dated October 31, 2023. All MORCA employees receive a copy of the sexual harassment policy and annual training.

Persons may report an allegation of sexual harassment – whether from a superior, a colleague, a subordinate, a contractor, members of the public, or someone in another agency – to a number of people, including: the EOM Sexual Harassment Officer (SHO), the SHO at another agency, the EOM Office of the General Counsel, their supervisor, or the supervisor or manager of the employee engaging in inappropriate conduct.

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 would 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.

- a. The case name;
- b. Court where the suit was filed;
- c. Case docket number;
- d. Case status; and
- e. A brief description of the case

**Response:** There are two pending lawsuits that name MORCA as a party.

| # | Case Name                              | Court          | Docket #        | Status                             | Description  |
|---|--|----------------|-----------------|------------------------------------|--|
| 1 | Darryl Wise v. District of Columbia    | Superior Court | 2025-CAB-008127 | Filed on 12/10/2025; pre-discovery | Former MORCA employee brought suit under the DC Whistleblower Protection Act |
| 2 | Alicia Jackson v. District of Columbia | Superior Court | 2025-CAB-007190 | Filed on 10/28/2025; pre-discovery | Former MORCA employee brought suit under the DC                              |

|  |  |  |  |  |   |
|--|--|--|--|--|---|
|  |  |  |  |  | Human Rights<br>act and DC<br>Whistleblower<br>Protection Act |
|--|--|--|--|--|---|

27. 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 25 or FY 26, 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). If none, please confirm whether any claims were asserted but resolved without settlement or judgment.

**Response:** The District paid out no settlements nor any judgments arising from claims regarding MORCA, whether from litigation or administrative complaint, during FY 2025 or FY 2026, to date.

28. Please list and describe any investigations, audits, or reports on the agency or any employee of the agency that are ongoing or were completed during FY 25 and FY 26, to date. For any completed audits or reports, please briefly describe the key findings and whether the Office has made or plans to make any operational changes in response

**Response**

MORCA was subject to one non-personnel related audit or investigations during FY 2025 or FY 2026, to date. This investigation flowed from a referral to OIG as to a misunderstanding regarding agency responsibility for costs for the damage to a MORCA rental vehicle. MORCA has since resolved the matter with the rental agency. While OIG has not expressly closed out this matter, it is MORCA's understanding that the investigation has closed.

MORCA is unable to release sensitive information such as relates to personnel investigations. More generally, as for allegations of misconduct by MORCA employees or other personnel related matters, the process may vary depending on the specific situation. For credible violations of the Code of Conduct, for example, the process would be to refer the matter to the Board of Ethics and Government Accountability (BEGA).

Minor instances of misconduct, possible misconduct, or an appearance of impropriety are resolved through counseling, training, reprimands, and, where warranted, specific plans for improvement. Those actions can be administered by the Directors, Director of Operations, or an employee's direct supervisor in consultation with the Director. For more serious cases, following substantiation of allegations through investigations, an employee may be encouraged to resign or be separated. MORCA employees, with few

exceptions, are in the Excepted Service, and serve at the pleasure of the Mayor.

MORCA employees, like all District government employees, also have at their disposal the resources provided by other agencies, such as the Office of Human Rights. Where an employee alleges discrimination in the workplace, Equal Employment Opportunity counselors are available across the government to process these complaints.

29. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or funded during FY 25 and FY 26, to date. Please submit a hard copy to the Committee of any study, research paper, report, or analysis that is complete. For each completed study or report, please briefly describe how the findings have informed program design, policy recommendations, or operational changes.

**Response:** MORCA did not prepare or fund any studies or reports in FY25 – FY26 to date.

30. Please list any task forces, committees, advisory boards, or membership organizations in which the agency participates. For each, please briefly describe MORCA’s role and any actions, recommendations, or outcomes from FY25–FY26 that are relevant to the Office’s mission.

**Response:**

| <b>Task force, Committee, Advisory Board, Membership Organization</b> | <b>Description</b>  | <b>MORCA’s role and responsibilities</b>  | <b>Actions, recommendations, outcomes</b>  |
|---|---|---|--|
| CJCC  | To serve as a forum for identifying challenges and generating solutions to enhance public safety and the fair administration of justice in the District of Columbia | Each designated member is responsible for presenting the challenges from their subgroup or expert lens, with the goal to resolving challenges and enhancing public safety | <p>Seek options for moving individuals seeking post-conviction writs from BOP to local facilities.</p> <p>Monitor application of First Step Act good-time credits to DC Code population at BOP.</p> <p>Understand and address long lengths of stay for pretrial defendants in secure</p> |

|                                       |   |  |  |
|---------------------------------------|---|--|--|
|                                       |   |  | facilities.  |
| CORE DC –<br>Electronic<br>Monitoring | This board serves as the official liaison between CORE DC and the community we serve. | MORCA acts as the liaison between the CORE DC board and the DC Government to ensure we are updated on the latest progress of the new DC halfway house. | The latest update received is that the new halfway house is set to open February 2026. |

31. After completing the rest of this questionnaire, please describe any major activities and accomplishments in FY25 and FY26, to date, that you have not addressed and wish to highlight for the Committee’s attention. Please focus on activities or accomplishments that had a measurable impact on returning citizens or materially improved service delivery.

**Response:** The table below highlights some of MORCA’s signature programs held in FY25:

| <b>Signature Programs</b>            | <b>Specific problem or gap</b>   | <b>Results achieved to date</b>  | <b>Continued/Scaled/ Modified/ Discontinued</b> |
|--------------------------------------|--|--|---|
| <b>First Time Home Buyers Series</b> | <b>This program addressed housing advancement amongst the Returning Citizens who are further on their housing journey.</b> | <b>Three Returning Citizens are currently in the Home Buying process.</b>  | <b>Continue</b>                                 |
| <b>How to Open a Lounge</b>          | <b>This program addressed entrepreneurial advancement within the Returning Citizen community.</b>                          | <b>MORCA gave 0 Returning Citizens the opportunity to learn from ABCA how to properly open a bar and lounge.</b> | <b>Continue</b>                                 |
| <b>How to</b>                        | <b>This program addressed</b>  | <b>MORCA gave 72</b>   | <b>Continue</b>                                 |

|   |   |   |                 |
|---|---|---|-----------------|
| <b>Become a DC Vendor</b>                           | <b>entrepreneurial advancement within the Returning Citizen community.</b>  | <b>Returning Citizens the opportunity to learn the steps to becoming a DC vendor.</b>   |                 |
| <b>The Perfect Brush</b>                            | <b>This program showed Returning Citizens in a positive light while giving them the opportunity to sell and buy art.</b>                | <b>Three artists were able to create revenue through their art and network with partners within the art industry. All while building their brands.</b>  | <b>Continue</b> |
| <b>MORCA's Inaugural Second Chance Month Series</b> | <b>This series addressed resource accessibility, safe spaces for community feedback, diverse returning citizen talent and business.</b> | <b>Expo – Over 500 DC residents had access to over 80 resources and 15 Returning citizen business vendors. Author Talk – Gave three returning citizen authors the opportunity to share their work and expand the public's misconceptions of returning citizens. Round Table- MORCA gave community members the opportunity to voice questions and concerns regarding the returning citizen community. As well as the opportunity to learn how the MORCA housing voucher process works.</b> | <b>Continue</b> |

32. 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 25 and FY 26, to date. Please note whether agency vehicles are used primarily for administrative purposes or to support direct service delivery or outreach.

**Response:** Please see attachment; tab Q34

36. In its FY25 Budget Committee Report (pp. 43–44), the Committee made the following recommendations to the Office. For each item below, please provide a specific, evidence-based update describing what actions were taken in FY25–FY26, what has not yet been implemented, and why.

- a. Public communication regarding the Ward 7 reentry housing facility:** The Committee recommended that MORCA provide regular, public-facing updates regarding the construction and operation of the Ward 7 halfway house
1. What information has MORCA communicated to the public or to returning citizens about this facility since the last oversight hearing?
  2. If MORCA does not consider itself responsible for public updates, please describe what role the Office plays in ensuring returning citizens receive timely and accurate information about this housing option
- b. Public posting of housing voucher selection criteria:** The Committee recommended that MORCA make housing voucher eligibility and selection criteria publicly available.
3. Please confirm where this information is currently posted and when it was first made publicly available.
  4. Based on FY25–FY26 experience, what aspects of the criteria or process generate the most questions or confusion among returning citizens.
- c. Housing goals and performance measurement.** The Committee recommended that MORCA revise its housing goals to reflect realistic but meaningful outcomes.
5. What housing placement goal did the Office adopt for FY25 and FY26, and how was it determined?
  6. How does the Office distinguish between constraints outside its control and areas where internal process changes could improve outcomes?
- d. Data collection on housing outcomes and stability:** The Committee recommended establishing a system to track housing outcomes for returning citizens, including housing stability over time.
7. What data does the Office currently collect beyond initial placement?
  8. If housing stability is not being tracked, please explain what barriers exist and what steps are planned to address them.
- e. Advocacy for expanded housing resources:** The Committee recommended that MORCA actively advocates expanded access to housing resources for returning citizens.

- f. **Community engagement and support networks:** The Committee recommended continued efforts to foster community connection for returning citizens.
  1. What feedback has the Office received from returning citizens regarding feelings of isolation, belonging, or unmet support needs?
  2. How has that feedback shaped programming decisions?
- g. **Job fair outcome tracking:** The Committee recommended improved reporting on job fair participation and outcome

For FY25–FY26, please report the number of attendees, hires, and non-hires, and summarize what the Office learned about barriers to employment from employers

**Response:**

**Update to FY25 Committee Recommendations**

**a. Public Communication on Ward 7 Reentry Housing Facility**

- **Action Taken:** MORCA shares updates received through its participation on the CORE DC Community Relations Board when requested by stakeholders or clients.
- **Role Clarification:** MORCA does not manage or oversee CORE DC operations or timelines. Its role is limited to relaying accurate information provided by the board to returning citizens upon inquiry.
- **Reason for Limitation:** The facility is a federal halfway house for individuals released directly from FBOP custody, not a housing option for returning citizens already in the community.

**b. Public Posting of Housing Voucher Selection Criteria**

- **Action Taken:** Housing voucher eligibility and selection criteria were posted on MORCA’s website on **February 5, 2025**.
- **Additional Outreach:** A public simulation was conducted during MORCA’s April roundtable to explain the voucher process and challenges.
- **Observed Confusion:** Clients often assume all returning citizens automatically qualify for vouchers, leading to misconceptions about eligibility and steps required.

**c. Housing Goals and Performance Measurement**

- **Action Taken:** MORCA did not adopt new housing placement goals for FY25–FY26 due to the absence of new voucher allocations since FY24.
- **Current Focus:** Building partnerships with organizations that provide housing for returning citizens.
- **Constraints:** Goals are influenced by factors outside MORCA’s control, such as funding and interagency processes. Internal improvements focus on strengthening referral systems and client engagement.

**d. Data Collection on Housing Outcomes and Stability**

- **Current Practice:** MORCA tracks housing referrals and follow-up requests

during case management and peer navigation encounters.

- **Barrier:** Limited affordable housing supply and lack of resources to monitor long-term housing stability.
- **Planned Steps:** Explore integration with systems like HMIS and expand partnerships for better data sharing.

**e. Advocacy for Expanded Housing Resources**

- MORCA continues to advocate for increased housing resources through engagement with DHCD and other agencies, emphasizing the need for additional vouchers and transitional housing options.

**f. Community Engagement and Support Networks**

- **Feedback:** Clients rarely express isolation directly, but those with behavioral health or substance use challenges frequently seek support.
- **Program Adjustments:** MORCA introduced targeted programs based on client surveys, such as an in-agency CDL training program and entrepreneurship initiatives in partnership with DSLBD.

**g. Job Fair Outcome Tracking**

- **FY25–FY26 Data:** MORCA hosted 13 hiring events, connecting over 400 returning citizens to employment opportunities.
- **Key Insight:** Barriers include stigma related to criminal records, gaps in credentials, and limited technical skills. MORCA responded by expanding job readiness workshops and employer engagement strategies.

MORCA has implemented several measures aligned with the Committee’s recommendations, including public posting of voucher criteria, enhanced outreach, and expanded workforce programs. However, systemic constraints—such as lack of new housing vouchers and limited affordable housing—continue to impact progress on housing-related goals.

**33.** D.C. Official Code §24-1302(b)(2)(H) requires the Office to “File an annual report on the operations of the Office with the Mayor and the Council.”

- a. Please provide a copy of the most recent annual report.
- b. What is the anticipated timeline for release of the next annual report?
- c. Where can members of the public find that report? (providing the link is fine)
- d. Please briefly describe how the Office uses the annual report internally (e.g., to set priorities, track outcomes, or inform budget or policy decisions), and identify one change made in FY25–FY26 as a result of findings in the most recent report.

**Response:**

- a. The FY 25 annual report is under review and will be provided by the first month of Q2.
- b. First month of Q2

- c. MORCA will provide the link for public view once released
- d. MORCA uses the annual report to compare outcomes from previous years to evaluate outcomes and progress.

**34.** Please provide the following information<sup>1</sup> for FY 25 and FY 26, to date, broken down by month if available:

- a. Number of clients seen;
- b. Number of intakes per topic (e.g. housing, birth certificates, transit, employment);
- c. Number of cases resolved per topic;
- d. Number of people helped by the Office’s Outreach team; and
- e. Number of people who followed up with the Office based on outreach efforts.
- f. Please briefly identify which trends in this data the Office views as most concerning or most encouraging, and describe any operational changes made in FY25–FY26 in response to those trends.

**Response:**

a-c. Please See attachment; Tab Q38

**d. Number of People Helped by Outreach Team**

MORCA’s outreach efforts supported approximately **3,670 constituents** during the reporting period.

**e. Survey Insights on Outreach Effectiveness**

A recent survey identified **753 individuals** who learned about MORCA through outreach events in FY25. The Office has launched a new survey system to improve data collection; however, updated results are not yet available.

**f. Impact of Policy Changes on Pathways Ticket Program**

Following the implementation of the **STEER Act in October 2024**, participation in the Pathways Ticket Program declined due to new regulations and eligibility requirements. Accurate trend analysis remains challenging because available data reflects only clients successfully contacted by Peer Navigators, rather than the full population.

**35.** For FY 25 and FY 26, to date, provide:

- a. Number of residents MORCA referred or recommended for housing vouchers  
MORCA referred 38 individuals for housing vouchers for FY25 with none in FY26.
- b. Number approved: 26 individuals were approved.
- c. Number placed into housing: 15 individuals were placed into housing. The rest are pending housing.
- d. Median number of days from referral to placement: It can take at least 6 months to a year for an individual to reach placement from the referral.
- e. The top reasons residents did not ultimately secure housing, and what steps MORCA

has taken or proposes to take to reduce attrition: The top reasons residents did not ultimately secure housing are that they are over income or there's failure to provide documentation to DCHA. When an individual is over income, MORCA will then refer the clients to alternative forms of housing like IZ/ADU or congregate housing. MORCA proposes to put more emphasis on the importance of timely documentation submission.

<sup>1</sup> These data points are closely related to information that the Office reportedly maintains internally. In a meeting following the Office's FY 25 budget oversight hearing, Office leadership informed the Committee Chairperson and staff that the Office tracks the following information on a monthly basis: number of clients seen; number of referrals made; number of cases closed; number of partners engaged; number of clients connected by Peer Navigators; outreach efforts and the number of people reached; and feedback and the number of people who return.

**36.** The Committee collects monthly data updates from all of the full-time administrative agencies in its jurisdiction. Please confirm that the Office is prepared to provide updates on each data point listed in questions 41 and 42 on a monthly basis. For any data point not currently available monthly, identify the limiting factor and the earliest date monthly reporting can begin.

**Response:** MORCA does not have the authority to mandate that partner agencies provide us with their data on a consistent basis. However, MORCA was given data specifically for this hearing.

**37.** What is MORCA's current best estimate of the number of returning citizens residing in or returning to the District annually? Please identify data sources used, known gaps or limitations, and any steps the Office is taking to improve data quality. Please identify data sources used, known gaps or limitations, and the single largest factor limiting the Office's confidence in this estimate.

**Response:**

**Estimate of Returning Citizens in the District**

**Current Estimate:** The most recent data comes from a 2015 George Washington University report, which found that approximately **10% of DC's population** met MORCA's definition of a returning citizen (a DC resident who was ever incarcerated). There is no updated count due to tracking challenges across multiple jurisdictions and mobility in and out of the District.

**Data Gaps and Limitations:**

No centralized, comprehensive data source exists to track returning citizens.

Individuals may have contact with BOP, state facilities, or DOC, making accurate tracking difficult. Movement in and out of the District further

complicates estimates.

**Potential Methods to Improve Data Quality:**

1. **Survey-Based Estimate:** Conduct a resident survey to identify returning citizens and assess needs. Most accurate but resource intensive.
2. **Data Integration:** Match individual-level data across agencies (BOP, CSOSA, US Probation, DOC, DME, DOH) to remove duplication and confirm residency. Complex and still incomplete.
3. **Statistical Modeling:** Use demographic and public health methods to estimate individuals with felony convictions. Less resource-intensive but includes people outside MORCA’s definition.
- **Primary Limiting Factor:** Absence of a centralized, comprehensive data source to track returning citizens across jurisdictions.

38. How many returning citizens returned from incarceration in FY 25 and FY 26, to date? Please provide a breakdown by gender.

**Response:**

MORCA cannot provide an exact count of returning citizens due to significant data limitations. Available figures from DOC and BOP only reflect the number of releases, not unique individuals or confirmed DC residents. Repeat incarcerations and potential overlap between agencies make combined totals unreliable.

**Key Limitations:**

DOC data counts releases, not distinct individuals.

BOP data covers releases but cannot confirm residency.

No way to identify duplicates across DOC and BOP datasets.

Gender breakdowns exist but share the same limitations.

*Accurate reporting requires a centralized system to track unique individuals and confirm residency, which is currently unavailable.*

Calendar year 2024 and fiscal year 2024 aggregate information on number of *people released* from DOC

| People released from DOC in FY 2024 and CY 2024:     | Male  | Female | No data | Total |
|--|-------|--------|---------|-------|
| Fiscal Year 2024 (Oct 1, 2023 - Sept 30, 2024)       | 4,770 | 674    | 1       | 5,445 |
| Calendar Year 2024 (Jan 1, 2024 - December 31, 2024) | 4,979 | 707    | 1       | 5,687 |

Source: DOC data shared with CJCC

**Fiscal year 2025 data on number of releases from DOC**

| Number of releases in CY 2025 to date and FY 2025     | Male  | Female | No data | Total |
|---|-------|--------|---------|-------|
| Fiscal Year 2025 (Oct 1, 2024 - Sept 30, 2025)        | 7,370 | 1,168  | 1       | 8,539 |
| Calendar Year 2025 (Jan 1, 2025 - September 30, 2025) | 5,778 | 927    | 1       | 6,706 |

Source: DOC data shared with CJCC

**Fiscal year 2025 data on the number of *people released* from BOP**

| <b>BOP Releases:</b>                   |       |
|--|-------|
| FY 2025 (Oct 1, 2024 - Sept 30, 2025): | 1,032 |
| FY 2026 (October and November 2025)    | 211   |

Source: [https://www.bop.gov/about/statistics/statistics\\_inmate\\_releases.jsp](https://www.bop.gov/about/statistics/statistics_inmate_releases.jsp)

**39. In FY 25 and FY 26, to date:**

- a. **How many unique returning citizens did the Office serve?** Please provide a breakdown by gender.
- b. How many residents obtained housing or employment attributed to MORCA intervention? Please describe how attribution is determined.
- c. How many returning citizens have received comprehensive needs assessments and case plans from the Office? Please provide a breakdown by gender

The table below summarizes MORCA’s service delivery for FY25 and FY26 to date, including clients served, housing and employment outcomes, and comprehensive needs assessments. Attribution for housing and employment is based on documented interventions by MORCA staff—such as direct referrals, voucher processing, or employer engagement—resulting in confirmed placement or hire.

| <b>Category</b>   | <b>FY25</b>                                   | <b>FY26 (to date)</b>                         | <b>Gender Breakdown</b>   |
|---|---|---|---------------------------|
| <b>Unique Clients Served</b>                            | 1,304   | <i>Data pending for FY26</i>                  | Male: <i>Data pending</i> |
| <b>Housing Outcomes (Attributed to MORCA)</b>           | 26 approved vouchers; 15 placed into housing  | 0 new vouchers issued                         | Male: <i>Data pending</i> |
| <b>Employment Outcomes (Attributed to MORCA)</b>        | 278 returning citizens placed into employment | 112 returning citizens placed into employment | Male: <i>Data pending</i> |
| <b>Comprehensive Needs Assessments &amp; Case Plans</b> | <i>Data pending</i>                           | <i>Data pending</i>                           | Male: <i>Data pending</i> |

*Note:*

- MORCA referred **38 individuals for housing vouchers** in FY25; 26 were approved, and 15 have been placed into housing.
- Employment outcomes reflect confirmed hires through MORCA’s workforce development programs and employer partnerships.
- FY26 housing outcomes remain at zero due to no new voucher allocations.

- Gender-specific breakdown for assessments and case plans is being finalized and will be provided in the annual report.

**Response:** Please See attachment; Tab Q43

**40.** How many referrals of returning citizens to outside programs or agencies were made by the Office in FY 25 and FY 26, to date? Please provide a breakdown of the number of referrals by program or agency. For the top referral destinations, please indicate whether the Office tracks whether referrals result in successful service connection, and if so, the approximate follow-through rate.

- 41.** For FY 25 and FY 26, to date, please describe MORCA’s role in assisting returning citizens with vital documents (birth certificates, IDs), including:
- a. Number of residents assisted;
  - b. Number receiving fee waivers or subsidies and the funding source;
  - c. Median time from request to document received;
  - d. The most common bottlenecks; and
  - e. Any operational changes made to reduce delays.

**Response:** Please see attachment; tab Q45

**42.** How has the Office communicated information about the availability of identification and birth certificate support resources to returning citizens in FY 25 and FY 26, to date? Please identify which communication methods have been most effective based on follow-up, uptake, or resident feedback, and which have been least effective. Identify which communication methods have been most effective based on follow-up, uptake, or resident feedback, and which have been least effective.

**Response:** MORCA shares all of its services during outreach efforts. Here are several ways we share our information: Tabling events for partners, information session, both in house and partner invited sessions, correspondent letters to incarcerated residents, phone inquiries and word of mouth from community partners and clients. Outreach events have been the most effective.

43. Please provide a housing resource pipeline summary for FY25 and FY26, to date, by source (e.g., PSH, ERAP-related referrals if applicable, partner slots, vouchers), including: total slots/vouchers available; number referred; number approved; number placed; and number currently unused. For any unused capacity, please explain why it remains unfilled (e.g., eligibility constraints, documentation delays, landlord participation, unit availability, client disengagement).

**Response:** The housing vouchers currently in use were originally allotted to MORCA in FY24. Due to system and policy changes, these vouchers were later redistributed. In some cases, clients were unable to provide required documentation on time or were deemed over-income. As a result, MORCA has been recycling vouchers from FY24—the last fiscal year in which new vouchers were issued. Although it may appear that MORCA received new vouchers in FY25, these were previously denied in FY24 and subsequently returned. FY25 marked the first year without any new voucher allocations. The only operational update during this period was the transition to electronic submission of all voucher information. MORCA is still awaiting further updates on these issues.

|                                |  |
|--------------------------------|--|
| <b>Total Vouchers</b>          | <b>26</b>                              |
| <b>Number Referred</b>         | <b>38</b>                              |
| <b>Number Approved</b>         | <b>26</b>                              |
| <b>Number Placed</b>           | <b>15 – The remaining are pending.</b> |
| <b>Number Currently Unused</b> | <b>0</b>                               |

44. Given limited housing availability, identify MORCA’s top strategies in FY 26 to expand access for returning citizens. For each strategy, specify required partner actions, expected impact, and the primary limiting barrier.

**Response:**

**Strategies to Expand Housing Access in FY26**

**1. . Strengthen Communication with Funding Agencies**

- **Goal:** Re-establish regular communication with agencies that allocate housing funds for returning citizens.
- **Partner Role:** Provide clear guidelines on grant opportunities and funding processes.
- **Expected Impact:** Increased housing options through improved coordination.
- **Barrier:** Lack of streamlined processes for accessing data and funding information.

**2. Expand Employment Pathways to Support Housing Stability**

- **Goal:** Engage businesses across all eight wards to create employment opportunities that enhance housing affordability for returning citizens.
- **Partner Role:** Collaborate with DC agencies managing federal bonding programs

and local employers to share critical information, reduce hiring risks, and support workforce integration.

- **Expected Impact:** Employment opportunities projected to rise by 10% in FY26, improving income stability and reducing housing insecurity among returning citizens.

**Barriers:** Significant skills gap among returning citizens. Employer hesitation due to stigma and perceived risk.

### 3. Advocate for Dedicated Housing Development

- **Goal:** Partner with housing developers and nonprofit organizations to create transitional and permanent housing units specifically for returning citizens.
- **Partner Role:** Secure commitments from developers and leverage grant opportunities through DHCD and other funding agencies.
- **Expected Impact:** Establish a sustainable housing pipeline that reduces reliance on vouchers and addresses long-term housing needs.
- **Barrier:** Funding constraints and regulatory hurdles for new housing projects.

These strategies aim to expand housing access through stronger partnerships, employment-driven stability, and dedicated housing development. However, systemic barriers—such as funding limitations and regulatory challenges—continue to restrict progress.

45. Please describe how MORCA worked with DHCD in FY25 and FY26, to date, to identify or develop housing opportunities for returning citizens. Please include:
- (a) the specific initiative(s) or housing resource(s) involved;
  - (b) what MORCA requested of DHCD;
  - (c) what DHCD delivered or declined; and (d) what outcome resulted for returning citizens (e.g., placements, pipeline changes, policy/process changes).

**Response:** MORCA collaborated with DHCD in FY25 and FY26 through leadership-level discussions and monthly operational meetings.

**(a) Initiatives/Resources:**

- Leadership meetings focused on housing program eligibility and potential grant opportunities.
- Monthly reviews of voucher utilization and pending cases.

**(b) MORCA Requests:**

- Clarification on eligibility requirements.
- Information on grant funding opportunities.
- Guidance on increasing voucher allocations.

**(c) DHCD Delivered/Declined:**

- Provided details on additional eligibility criteria.
- Shared links to grant opportunities.
- Supplied regular voucher utilization data.
- Clarified that voucher allocation decisions now rest with the

Council.

**(d) Outcomes for Returning Citizens:**

- Improved understanding of eligibility and funding opportunities.
- Continued real-time tracking of voucher status.
- Informed advocacy strategy for future allocations.
- No new housing placements or pipeline changes identified.

46. How has the Office communicated the availability of housing resources and the application requirements and selection criteria for housing vouchers to returning citizens in FY 25 and FY 26, to date? Is this information available online? Please identify which communication methods generated the most applications or inquiries, and what aspects of eligibility or the process create the most confusion for returning citizens.

**Response:** Please see question 36

47. MORCA has previously provided documentation outlining eligibility criteria and processes for housing vouchers for returning citizens.

- a. Based on FY 25 and FY 26 experience, which eligibility criteria most frequently **exclude otherwise eligible returning citizens** from placement?
- b. Which steps in the process most commonly **delay or prevent successful housing placement** after referral?
- c. What changes—if any—would the Office recommend improving placement outcomes without compromising program integrity?

**Response:**

- a. The income limits most frequently exclude otherwise eligible returning citizens. For a single adult, the maximum income is 34,500.
- b. Documentation and Background checks most commonly prevent successful housing placement. Clients often fail to submit required documentation in a timely manner. This can result in the application process becoming voided causing the client to restart the whole process. Certain crimes, although can be approved for a voucher, cause a hard time with placement due to the landlord's discretion.
- c. Conduct informational sessions for private landlords to learn the benefits of housing returning citizens, while putting emphasis on sex offenders and newly returned citizens.

**1. Eligibility criteria that most frequently exclude otherwise eligible returning citizens**

The income limit is the criterion that most often excludes returning citizens who would otherwise qualify. For a single adult, the maximum allowable income is **\$34,500**.

**2. Process steps that most commonly delay or prevent successful housing**

**placement after referral**

Two steps most frequently contribute to delays or unsuccessful placements:

- **Documentation submission:** Clients often do not submit required documentation within the specified timeframe. When deadlines are missed, applications may be voided, requiring the client to restart the process.
- **Background checks and landlord screening:** While certain criminal histories may still allow a client to receive a voucher, some offenses create challenges during the landlord approval stage. Landlords retain discretion in tenant selection, which can limit placement options for individuals with specific convictions.

**c. Recommended changes to improve placement outcomes without compromising program integrity**

The Office recommends offering **informational sessions for private landlords** to increase awareness of the benefits of renting to returning citizens. These sessions could include focused information related to housing individuals with more complex backgrounds, including sex offenders and newly returned citizens.

- 48.** In FY 22, the Office began meeting with agencies to identify available space in housing programs for returning citizens. For FY25 and FY26, to date:
- a. Which agencies has MORCA met with as part of this effort?
  - b. How many residents were referred through this process, and how many were ultimately placed?
  - c. Compared to earlier years, has this approach increased, decreased, or plateaued in effectiveness, and why?

**Response:**

- a. The Mayor’s Office of Returning Citizens has met with the following organizations as a part of this effort:

|                          |                                 |
|--------------------------|---------------------------------|
| Virginia Williams        | Jubilee Housing                 |
| Central Union Mission    | 2 <sup>nd</sup> and D Street NW |
| 801 MLK Shelter          | Oxford Houses                   |
| So Others Might Eat      | CFLS                            |
| House of Ruth            | Samaritan Inn                   |
| US Vets                  | Calvary Women’s Program         |
| CSOSA Transitional       | MORCA Vouchers                  |
| DBH Vouchers             | DHS Vouchers                    |
| N Street Village         | Salvation Army                  |
| Mulumba House            | Emery House                     |
| Covenant House           | Sasha Bruce                     |
| Living Life Alternatives | Mary Center’s SRO               |

- b. The total residents referred were 1,304.
- c. Due to the low number of vouchers that MORCA received and not receiving any Vouchers in 2025 MORCA relies heavily on community-based program

for housing to include our partners DBH and DHS. We also make referrals for our clients to complete SPDATS as the first step to obtaining Permanent Supportive Housing. We rely on our community partners: Adams Place Shelter, Shirley Place, Miriam’s Kitchen, and Friendship House. In addition, clients are referred to Jubilee Reentry Transitional House and Oxford House for Single Room Occupancy.

49. Please describe MORCA’s role, if any, in the planning, construction, and operation of the Ward 7 reentry housing facility, including how the Office coordinates with CORE DC and how information is communicated to returning citizens.
- a. Please describe Director Carey’s responsibilities and activities as a member of the CORE DC Community Relations Board, including the purpose of his participation and any actions taken in that capacity relevant to MORCA’s mission.
  - b. How often did the Board meet in 2024 and 2025, and are meetings open to the public?
  - c. Please provide the meeting schedule for 2026 and the meeting minutes for all meetings held in 2024 and 2025.  
Given that MORCA is not the developer, how has CORE DC kept MORCA informed of project status, and how has MORCA conveyed accurate, timely information about this facility to returning citizens?
  - d.

#### **Response**

MORCA has **no role** in the planning, construction, or operation of the Ward 7 reentry housing facility. The facility is developed and operated by **CORE DC** under its contract with the **Federal Bureau of Prisons (FBOP)**. MORCA’s involvement is limited to receiving updates through its participation on the **CORE DC Community Relations Board**.

Residency at CORE DC is **restricted to individuals released directly from FBOP to CORE DC**, so it is not a housing option for returning citizens already living in the community. It functions as a **pre-release placement**, not a transitional housing program. For community-based housing needs, MORCA refers individuals to the **Virginia Williams Family Resource Center** and other local resources.

#### **Director Carey’s Role on the CORE DC Community Relations Board**

Director Carey served as MORCA’s representative on the Community Relations Board. His responsibilities included:

- Receiving updates from CORE DC on facility status and community engagement
- Sharing reentry-related information and community concerns relevant to MORCA’s mission
- Ensuring MORCA staff had accurate information to share with returning citizens

Director Shakir will assume these responsibilities moving forward.

#### **Board Meetings vs. CORE DC Activities**

##### **Community Relations Board Meetings (2024–2025):**

- CORE DC determines the schedule; meetings are **not open to the public**.
- MORCA does **not have authority to release meeting minutes**. Requests should be

directed to:

- Reverend Graylin Hagler, Community Relations, CORE DC
- Jack Brown, CEO, CORE DC

### **CORE DC–Related Activities Involving MORCA (Not Board Meetings)**

These engagements reflect MORCA’s outreach and information-sharing role, not formal Board governance:

#### **2024 Activities:**

- February: Shared CORE DC information at an Expungement Rights event
- April: Participated in Ward 7 Candidate Forum discussing reentry and CORE DC opening
- May: Provided CORE DC information to USP Atwater inmates
- July: Presented CORE DC updates at a CCE meeting
- July: CORE DC partnered with MORCA for the Returning Citizens Picnic
- December: Met with Metropolitan Labor leadership regarding union training/hiring

#### **2025 Activities:**

- Planning for CORE DC ribbon cutting and open house
- Planning for a job fair for CORE DC residents and community members

### **How CORE DC Communicates With MORCA and How MORCA Informs Returning Citizens**

- CORE DC provides updates directly to the Community Relations Board.
- MORCA receives these updates through its representative and shares relevant information internally.
- MORCA communicates key points to returning citizens, including:
  - Eligibility is limited to individuals released directly from FBOP
  - The facility is not available to individuals already living in the community
  - Community-based housing options are available through Virginia Williams and other providers

**50.** Please detail any additional efforts undertaken by the Office to secure housing for returning citizens not described above, and briefly describe for each effort:

- (a) the scale of each effort;
- (b) any housing outcomes achieved in FY25–FY26; and
- (c) whether the effort is ongoing, paused, or discontinued.

#### **Response:**

a. MORCA actively identifies grant opportunities related to housing and the returning citizen population outside of DC government funding and shares those opportunities with partner organizations. MORCA deploys case managers to re-entry organizations and potential housing providers to strengthen relationships and expand housing options for clients.

**Vouchers:** MORCA actively advocates with the administering agency, DCHA, to increase the number of housing vouchers allocated to MORCA. MORCA conducts landscape analyses of other agencies' voucher programs to assess eligibility requirements and determine whether MORCA clients qualify under additional subgroups.

**Transitional Housing:** MORCA has met with individuals in the early stages of developing transitional housing facilities and has provided guidance on internal and external funding opportunities.

MORCA plans to train all case managers to use the HMIS system and conduct SPDAT assessments to expedite housing placement. MORCA recommends that all clients add themselves to applicable housing waiting lists as part of their housing stabilization plan.

- b. 37 people were housed in FY25 to FY26 to date.
- c. MORCA will continue with their current efforts to allocate housing for Returning Citizens, while also thinking of new innovative ways to advocate and house this population.

**51.** For FY 25 and FY 26, to date, provide the number of referrals received from the READY Center, the number successfully contacted, the number completing intake, and the number achieving a service outcome. Identify where referrals most commonly fall off.

Response:

|                          |                   |
|--------------------------|-------------------|
| FY25                     |                   |
| Pre-Release: 433         | Post-Release: 334 |
| FY26 (Oct.1-December 24) |                   |
| Pre-Release: 27          | Post-Release: 112 |

This data, as provided by the READY Center, reflects only individuals who were referred to MORCA by the READY Center. Because this information originates solely from the READY Center, MORCA is unable to conduct comparative analysis, as the office does not routinely collect referral-source data outside of optional surveys.

MORCA does not have a process that requires staff to proactively contact individuals who are referred to us. MORCA operates as a walk-in agency, and external partners are aware of this model and accordingly provide individuals with our location and hours of operation.

**52.** For FY 25 and FY 26, to date, please describe MORCA's employment pipeline, including: hiring events held; number of attendees; number hired; retention at

30/60/90 days (if tracked); common reasons candidates are not hired; and what MORCA has adjusted in response.

**Response:**

MORCA held 13 hiring events during FY25 to respond to the top 5 fields of MORCA client interests. These fields include Hospitality, Construction, CDL, Culinary Arts and General Labor. MORCA has successfully placed 402 returning citizens into employment.

Below are the hiring events:

- DPW: more than 120 participants and 35+ hires
- Career Shop DC: 180 participants; 32 hires
- Community Bridge: 46 participants; 14 hires
- Office of Unified communication/311 Communication: 35 participants; 12 hires
- Event DC/Convention Center 120 participants; 24 hires
- Charlotte Web 120 participants; 24 hires
- Clark construction: 86 participants; 7 hires
- Fort Myer Construction: 34 participants; 5 hires
- Save our next generation: 50+ participants; 12 hires
- Windows catering: 42 participants; 7 hires
- DC central Kitchen: 28
- Goodwill “92 participants; 5 hires
- Aramark: 38 participants; 4 hires
- Others: individual placement
- Amala Lives 3
- National Reentry 5
- CSW 3

Common reasons candidates are not hired are:

1. Criminal record stigma: Many employers are hesitant to hire individuals with prior convictions, regardless of relevance to the job.
2. Gaps in employment history: Time spent incarcerated can create gaps that employers may view negatively. We encourage them to take vocational training that would lead to direct job placement such as DC central Kitchen, Career job DC, etc.
2. Lack of required credentials: Missing GED/high school diploma, certifications, or licenses needed for certain jobs. We are currently emphasizing the need for our clients to complete the GED and developing the contact with GED providers to track the completion.
3. Limited work experience or job skills: Especially if skills were not developed or documented while incarcerated. We continue to refer them to vocational training that would increase their competitiveness.
4. Technology gaps: Limited access to or familiarity with computers, email, and online application.
5. Mental Health issues: clients who are experiencing mental health issues have difficulty to get hired or keeping employment. We are seeking to collaborate with mental health services providers to assist to determine when such clients are ready for employment readiness.

In response to these barriers, MORCA continues to advocate for the public to see the benefit of hiring returning citizens that have been trained, vetted and have the necessary skills to meet the demands.

**53.** How many returning citizens were directly connected with employers by the Office in FY 24 and FY 25 to date? Please provide the number of constituents who were hired through these connections. Please specify whether these hires resulted from job fairs, one-on-one employer outreach, or other direct Office interventions.

**Assuming that this is the typing error, due to FY24 data provided during a previous hearing, the data below represents FY25 and FY26.**

418 returning citizens were connected to employment. Of the 418, 232 were hired through hiring fairs and 186 returning citizens were hired through direct office intervention.

**54.** Please provide:

- a. The employment data you have collected in FY 25 and FY 26, to date, from constituents via the Peer Navigators;
- b. Any other information available to the Office regarding the unemployment rate among returning citizens in the District; and
- c. The results of the 30-, 60-, 90-, and 120-day follow-up system implemented to ensure that constituents are receiving the appropriate services. If follow-up data is incomplete or inconsistent, please explain why and identify any steps taken in FY25–FY26 to improve outcome tracking.

**Response:**

- a. In FY25, 815 returning citizens identified employment needs. Of the 815, 233 were successfully employed, 316 clients are actively working towards the goal of employment, 207 clients were unreachable and 59 were unsuccessful.
- b. Below is the requested information about the employment rate for CSOSA’s supervisees. This data reflects our overall supervised population and is not broken down by supervision type.

**Table 14: Percentage of employable supervised population reporting employment,  
FYs 2018 - 2025, as of September 30**

| Fiscal Year | Percentage of Employable Population that is Employed | Percentage of the Population that is Employable | Population |
|-------------|--|---|------------|
| 2018        | 50.6%  | 60.9%   | 9,669      |
| 2019        | 52.5%  | 60.1%   | 8,900      |
| 2020        | 41.8%  | 61.7%   | 7,321      |
| 2021        | 43.7%  | 60.3%   | 6,076      |
| 2022        | 54.3%  | 62.1%   | 6,091      |
| 2023        | 54.1%  | 58.9%   | 6,431      |
| 2024        | 53.2%  | 57.8%   | 7,175      |
| 2025        | 50.6%  | 54.7%   | 7,992      |

Supervisees are “employable” if they are not retired, disabled, suffering from a debilitating medical condition, receiving SSI, participating in a residential treatment program, participating in a residential sanctions program (i.e., incarcerated), or participating in a school or training program. Employability is unknown for offenders who have not had a job verification conducted.

c.

| <b>FY25</b> |     |
|-------------|-----|
| 30 days     | 278 |
| 60 days     | 252 |
| 90 days     | 234 |
| <b>FY26</b> |     |
| 30 days     | 124 |
| 60 days     | 112 |
| 90 days     | 130 |

- 55.** Please provide a status update on the Georgetown Paralegal Fellowship Program for FY 25. In your response, please include, at a minimum
- A description of the Office’s role in carrying out the program;
  - The status of the MOU with DOES;
  - Future plans for the program;
  - How many residents graduated from the program in FY 25 and FY 26, to date; and,

- e. How many of these graduates have secured employment. Please indicate whether employed graduates are working in paralegal or legal-adjacent roles, and whether employment was secured through program placement or independent job search.
- f. Based on FY25–FY26 experience, what changes, if any, does the Office recommend doing to improve participant outcomes or scale the program?

**Response:**

- a. MORCA is responsible for funding, advertising, supporting clients with application assistance, interviewing and vetting final candidates, meeting weekly to provide wraparound services and troubleshooting barriers. MORCA also supports the graduation program.
- b. The office is currently awaiting DOES to review and sign the final MOU.
- c. MORCA plans to continue to fund the program and evaluate for gaps to make improvements. This is to ensure that graduation rates are at 100%. The goal for FY27 is to combine the MOU to streamline the process. The evaluation of the FY26 program will most likely produce more program recommendations.
- d. There were 8 graduates in FY25. The FY26 program will start in March 2026. Georgetown just released the FY26 application link.
- e. Seven of the eight graduates have obtained employment. All are working in paralegal or legal-adjacent roles at DC Office of the Attorney General, Legal Aid DC, the Law Offices of Miles Franklin, and Covington & Burling LLP.
- f. See answer C.

- 56.** Please provide an update on the implementation of the Access to Jobs pilot program. For FY25–FY26, to date, please include: (a) participating employers; (b) the type and amount of support each received; (c) the number of returning citizens placed through the program; and (d) any early indications of retention or employer satisfaction, if

**Response: See attachment; tab Q60**

- 57.** Please provide an update on the Office’s partnership with the Aspire to Entrepreneurship

**Response**

- a. Number of Participants:  
20 returning citizens enrolled in the Aspire to Entrepreneurship Program during FY25–FY26 to date.
- b. Number Completed:  
18 participants successfully completed the program.
- c. Outcomes Tracked:  
MORCA is currently awaiting detailed updates from the Department of Small and Local Business Development (DSLBD) regarding graduates’ business status, including

licensing, business launches, and revenue milestones. Preliminary feedback indicates several graduates are pursuing licensing and business registration.

d. Partnerships and Tracking Limitations:

MORCA partners with DSLBD to receive outcome data. However, tracking long-term success is limited because MORCA's engagement typically ends upon program completion unless clients voluntarily return to update their workforce status. This creates gaps in monitoring sustained business growth and revenue performance.

58. In last year's pre-hearing responses, the Office noted that MORCA's Workforce Development team conducts weekly outreach to potential employers and current partners to identify open positions. For FY25–FY26, to date:
- How many job placements resulted directly from these weekly outreach efforts?
  - How does the Office define and track placements attributable to outreach (as opposed to other referral sources)?
  - What has the Office learned about employer responsiveness or barriers through this outreach, and what adjustments—if any—has it made?

Response:

**a. Job Placements from Outreach:**

MORCA placed **278 returning citizens into employment in FY25 and 112 in FY26 to date**. This reflects a decrease compared to FY24, primarily due to a saturated job market following federal layoffs and reduced funding for partner training and placement programs. In response, MORCA intensified outreach to new employers and supported client-owned businesses to create additional opportunities.

**b. Definition and Tracking of Outreach Placements:**

MORCA defines outreach as **direct engagement with employers**, strengthening partnerships, and sharing job information aligned with client career interests. Outreach efforts often lead to **hiring events and interviews**, and all placements are tracked in MORCA's system as outreach-driven unless sourced through external referrals.

**c. Employer Responsiveness and Adjustments:**

MORCA has learned that **strong employer relationships significantly increase placement success**. A key barrier has been limited staff capacity for business engagement due to high client volume. To address this, MORCA is exploring **dedicated employer engagement roles** and leveraging **virtual outreach tools** to maintain consistent communication with partners.

59. Please describe any additional efforts undertaken by the Office in FY25–FY26, to date, to secure employment for returning citizens that have not already been described above. For each effort, please specify:
- The population targeted;
  - The partner(s) involved;
  - Whether the effort resulted in job placements or measurable progress

- toward employment; and
- d. Whether the effort is ongoing, pilot-based, or discontinued.

**Response**

Typing Class

- a. Returning Citizens with low technical skills
- b. MORCA
- c. Result: Improves marketability and qualifies clients for more industries. Participants gained typing proficiency, opening access to administrative and clerical roles.
- d. Ongoing

Soft Skills Training:

- a. Returning Citizens who've been unemployed for extended periods of time.
- b. MORCA
- c. Results: Enhanced communication and professionalism. Increased job readiness and improved interview performance among participants.
- d. Ongoing

Site Visits

- a. Employed Returning Citizens
- b. DPW, DC Events, Georgetown Paralegal
- c. Results: Provides job coaching and professional development for employees identified by partners as needing support. Strengthened employer relationships and improved retention for at-risk employees.
- d. Ongoing

These efforts reflect MORCA's commitment to addressing skill gaps, improving job readiness, and fostering sustainable employment opportunities through both internal programs and collaborative partnerships.

- 60.** Please describe how the transportation subsidy program is administered, and provide an update on the following outcomes for FY25-FY26, to date:
- a. How the availability of transportation resources was communicated;
  - b. The number of clients who received transportation subsidies;
  - c. Total expenditures for the transportation subsidy program; and
  - d. To the extent tracked, how transportation assistance supported employment, housing access, or other service outcomes (e.g., job interviews attended, job retention, housing appointments kept).

**Response:**

MORCA administers its transportation subsidy program under a formal policy designed to ensure fair, structured, and transparent access. The policy establishes five eligibility categories (A–E), which are publicly displayed at the front desk for client awareness.

a. Communication of Availability

During the initial meeting with a case manager, all supportive services—including transportation assistance—are explained to the client. Most clients qualify under Category B (“just returned home”) at first encounter.

b. Eligibility and Access

Continued access to transportation subsidies beyond the initial category is conditioned upon participation in approved programs, such as:

- Soft skills training
- Vocational training
- Apprenticeship programs

Policy Structure:

- Category A: Up to 3 cards (three times)
- Categories B, C, D: Up to 2 cards (two times)
- Category E: Up to 2 cards (one time only)

This structured approach ensures transportation support aligns with client engagement and progress toward employment and reentry goals.

| FY25   | Frequency        | FY25 CLIENTS SERVED | FY26Q1 CLIENTS SERVED | TOTAL OF CLIENTS SERVED | Unit value | VALUE OF CARDS   |
|--|------------------|---------------------|-----------------------|-------------------------|------------|------------------|
| SNAP E&T Recipients (A)                            | 3 cards /3 times | 722                 | 73                    | <b>795</b>              | \$ 32      | \$ 25,440        |
| Halfway House (B)                                  | 2cards /2 times  | 233                 | 38                    | <b>271</b>              | \$ 32      | \$ 8,672         |
| Fresh Coming Home (C)                              | 2 cards /2 times | 499                 | 222                   | <b>721</b>              | \$ 32      | \$ 23,072        |
| Actively Engaged in job training or employment (D) | 2 cards /2 times | 165                 | 49                    | <b>214</b>              | \$ 32      | \$ 6,848         |
| Newly Hired  | 2cards/ 1time    | 54                  | 17                    | <b>71</b>               | \$ 32      | \$ 2,272         |
| <b>TOTAL</b>                                       |                  |                     |                       |                         |            | <b>\$ 66,304</b> |

d. Impact

Transportation assistance enabled clients to attend critical appointments, including:

- Employment training
- Job interviews
- Vital services appointments
- Housing appointments
- Job-retention activities

MORCA’s transportation policy ensures that returning citizens do not miss

essential services due to lack of transportation. However, as the client base continues to grow, the level of transportation assistance will need to increase to meet demand and support successful outcomes.

This structured approach ensures transportation support aligns with client engagement and progress toward employment and reentry goals.

b.

| FY25   | Frequency        | FY25 CLIENTS SERVED | FY26Q1 CLIENTS SERVED | TOTAL OF CLIENTS SERVED | Unit value | VALUE OF CARDS |
|--|------------------|---------------------|-----------------------|-------------------------|------------|----------------|
| SNAP E&T Recipients (A)                            | 3 cards /3 times | 722                 | 73                    | <b>795</b>              | \$ 32      | \$ 25,440      |
| Halfway House (B)                                  | 2cards /2 times  | 233                 | 38                    | <b>271</b>              | \$ 32      | \$ 8,672       |
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| Newly Hired  | 2cards/ 1time    | 54                  | 17                    | <b>71</b>               | \$ 32      | \$ 2,272       |
| <b>TOTAL</b>                                       |                  |                     |                       |                         |            | <b>\$</b>      |
| <b>66,304</b>                                      |                  |                     |                       |                         |            |                |

c. Total expenditure: \$66,304

d. Transportation assistance helps clients attend critical appointments, including employment training, job interviews, vital services appointments, housing appointments, and job-retention activities. MORCA’s transportation service policy breaks these supports down to ensure that all clients’ needs are addressed, and that returning citizens do not miss important services due to lack of transportation. However, as clients continue to expand, the level of transportation assistance will need to increase to adequately meet demand and support successful outcomes.

**61.** Please describe any recent and planned efforts by the Office to ensure that Washingtonians residing at the Baltimore halfway house have sufficient transportation coverage to reestablish residence, employment, social ties, and access to services. In your response, please specify:

- a. What transportation supports are currently available (by type and frequency);
- b. Approximately how many residents have used these supports in FY25–FY26, to date;
- c. The most common transportation-related barriers residents continue to face; and
- d. Any interagency or external dependencies required to close remaining gaps.

a. Response:

a. Transportation supports available are SmartTrip cards. The clients in the halfway house are able to receive 2 metro cards a month for two months. Also, in

FY26, DACL will be offering rides for senior returning citizens.

- b. FY25:339  
FY26: 38
- c. The most common transportation related barriers are the MARC train tickets. Halfway House DC residents receive MARC train tickets for the first two weeks. However, after that they have to come up with the money to purchase that form of transportation.
- d. Advocating to FBOP for individuals who don't have support to receive more MARC train tickets. The lack of access to the MARC train slows down the reintegration process for DC residents residing in the Baltimore halfway house.

**62.** Please provide the number of individuals who receive CDL training through the office in FY 25 and FY 26, to date. In addition, please specify:

- a. How many participants completed the training;
- b. How many obtained a CDL license;
- c. How many secured employments require a CDL
- d. Any common barriers that prevented completion, licensure or placement.

**Response:**

- a. Number of Participants:  
55 individuals enrolled in CDL training through MORCA.
- b. Completed Training:  
42 participants successfully completed the program.
- c. Obtained CDL License:  
38 participants obtained a CDL license.
- d. Secured Employment Requiring CDL:  
38 participants secured employment in CDL-required positions.

**Common Barriers:**

A primary barrier is the conflict between CDL program hours and traditional work schedules. Many returning citizens cannot afford to stop working to attend classes, which limits completion and licensure rates.

**63.** Please describe the Office's engagement with the Federal Bureau of Prisons (FBOP) in FY25 and FY26, to date, to improve communication with District residents incarcerated in or released from FBOP facilities. In your response, please specify:

- a. Whether FBOP has provided MORCA with names of District residents released from FBOP custody in FY25 and FY26, to date;
- b. If so, how frequently are these reports received and what information they contain;
- c. If not, the specific steps MORCA has taken to obtain this information, including any formal requests, MOUs, or escalation efforts; and
- d. How gaps in FBOP data-sharing affect MORCA's ability to conduct outreach, pre-release planning, or post-release service coordination.

**Response:**

**a. Has FBOP provided names of District residents released from custody?**

No. FBOP has not provided MORCA with the names of incarcerated DC residents since FY24.

**b. Frequency and Content of Reports (if provided):**

Not applicable, as MORCA has not received these reports recently.

**c. Steps Taken to Obtain Information:**

- In FY24, MORCA submitted an **MOU to FBOP** requesting access to DC resident contact information.
- In FY25, MORCA was informed that the MOU remains under review by FBOP leadership.
- Due to an administration change, previous rapport within FBOP has shifted, and the new leadership is not in favor of advancing this initiative.

**d. Impact of Data-Sharing Gaps:**

The lack of access to FBOP data significantly limits MORCA's ability to:

- Conduct **outreach** to incarcerated DC residents;
- Implement **pre-release planning**;
- Coordinate **post-release services** effectively.

Without this information, many steps that could be taken before release are delayed. MORCA continues to build relationships with facilities within a four-hour radius to connect with incarcerated DC residents. Having access to these lists would allow MORCA to share DC reentry resources and guidance on transitioning home.

**64.** The Office has reported that it provides information to incarcerated Washingtonians prior to their release. Please share:

- a. Copies of all pre-release materials distributed in FY 25 and FY 26 to date;
- b. The number of individuals who received these materials, by facility, if available; and
- c. A brief description of how the Office assess whether these materials are understood, retained or lead to follow-up engagement after release (if assessed).

Response:

- a. Please See Attached Materials - FOLDER
- b. The number of individuals who received these materials:

DOC:

FY25: 767

FY26: 139

FBOP

FY25: 118

FY26: 10

- c. With DOC encounters, outreach material folders are provided to incarcerated DC residents who are on track for release. During DOC visits, staff explain the information and answer questions in person. When coordinating with a re-entry specialist from FBOP, MORCA's services are outlined and relayed to case workers to ensure residents understand. For individuals who request materials by mail, there is no reliable way to assess comprehension; however, some have confirmed receiving the information.

**65.** Please list, for FY 25 and FY 26, to date, all visits the Office made to correction

facilities. For each visit, provide:

- a. The date;
- b. The facility name and address;
- c. The purpose of the visit;
- d. Any services provided or information distributed during the visit; and the approximate number of individuals engaged, if available.

**Response:**

a. Dates

DOC – 1901 D St. SE Washington DC

The purpose of these facility trips is to connect with DC residents who are on track to be released.

|            |           |           |           |            |
|------------|-----------|-----------|-----------|------------|
| 10/30/2024 | 3/25/2025 | 5/13/2025 | 7/22/2025 | 10/9/2025  |
| 11/13/2024 | 3/31/2025 | 5/20/2025 | 7/31/2025 | 10/10/2025 |
| 11/27/2024 | 4/3/2025  | 6/2/2025  | 8/7/2025  | 10/14/2025 |
| 12/11/2024 | 4/7/2025  | 6/4/2025  | 8/20/2025 | 10/21/2025 |
| 1/8/2025   | 4/8/2025  | 6/10/2025 | 9/2/2025  | 11/5/2025  |
| 1/22/2025  | 4/15/2025 | 6/17/2025 | 9/3/2025  | 12/4/2025  |
| 2/5/2025   | 4/17/2025 | 6/24/2025 | 9/8/2025  | 12/7/2025  |
| 2/27/2025  | 5/5/2025  | 6/30/2025 | 9/9/2025  |            |
| 3/6/2025   | 5/6/2025  | 7/2/2025  | 9/16/2025 |            |
| 3/13/2025  | 5/7/2025  | 7/8/2025  | 9/18/2025 |            |
| 3/20/2025  | 5/8/2025  | 7/16/2025 | 9/29/2025 |            |

**FBOP**

1. June 24, 2025 – FCI Allenwood – 1 FCI Allenwood Pennsylvania PA 17810
2. July 15, 2025 – FCI Alderson – 1 Glen Ray Rd. Alderson WV 24910
3. September 17, 2025 – FCI Cumberland – 14601 Burbridge Rd SE, Cumberland 21502

MD

with

The purpose of these FBOP Facility trips were to share information and resources incarcerated DC Residents.

**66.** Please provide a status update for each of the MORCA SHE, Female Boss, and Beauty by MORCA initiatives, and for any other services specifically designed to address the needs of women returning in FY 25 and FY 26, to date. For each initiative, please include:

- a. The purpose and target population;
- b. The number of participants served;
- c. The primary services provided;
- d. Any outcomes tracked (e.g., employment, housing, engagement); and

- e. What the Office has learned about unmet needs or gaps for women returning citizens based on implementation to date.

**Response:**

| Program   | Target Population   | Participants served    | Services  |
|---|---|------------------------|---|
| MORCA She is a program developed for women clients assigned to MORCA. The program is designed to support women who are reentering society after incarceration. The program focuses on addressing the unique challenges faced by women returning from prison or jail, helping them to successfully reintegrate into their communities. | Women returning citizens.                                       | FY 25: 60<br>FY 26: 18 | Support Groups<br>Clothing Give aways Toy Drive<br>Mother’s Day Celebration.<br>Trip to the Go-Go Museum to discuss vital role women played in gogo music Mental Health walk and resource event |
| Female Boss a program designed to assist female entrepreneurs.  | Women returning citizens who are interested in entrepreneurship | Fy 25: 6<br>FY 26: 1   | Reentry Expo<br>The Perfect Brush   |
| Beauty By MORCA A program designed for our women clients to assist them with building-positive self- esteem and to help prepare them for reentering the workforce.  | Women returning citizens  | FY 25:60<br>FY26: 18   | Women Giving Back Clothing Drive helps prepare women to re-enter the workforce by providing professional attire.  |
|   |   |                        |   |

- d. MORCA does not have quantitative data for these events. However, we have qualitative data from the women expressing gratitude for having a safe space to talk about different topics and networking with other women who are returning citizens. All of the women in these programs have individualized case plans where data is tracked.
- e. The gaps are identified in answer d.

67. How many individuals registered to vote with the Office’s assistance in FY 25 and FY 26, to date? Please indicate, if available, whether registrations occurred pre-release or post-release.

**Response:**

| Registered to Vote FY 25 | Registered to Vote FY 26 |
|--------------------------|--------------------------|
| 462                      | 92                       |

68. Please describe the Office’s collaborations with the Board of Elections, the DC Department of Corrections, and the Federal Bureau of Prisons in FY 25 and FY 26, to date, to ensure incarcerated residents can exercise the right to vote. In your response, please include:

- a. Each agency’s role in the process;
- b. Any barriers the Office has encountered in coordinating voter registration or education; and
- c. Copies of flyers or informational materials distributed.

**Response:**

a. Board of Elections provides MORCA with voter registration packets. DOC provides voter’s rights classes as well as facilitates voting stations for the incarcerated DC residents.

FBOP provides incarcerated DC residents with registration forms. And, when a federal or local election arrives, they receive voting ballots.

b. Any barriers the Office has encountered in coordinating voter registration or education:

Although we promote the importance of registering to vote daily, MORCA would like all clients practice their civil duties.

c. The agency included voter registration forms with all outreach materials. Also please see attached flyer.

69. Based on information previously provided by the Office, the Committee understood that: (1) an MOU would be in place to implement the Children Impacted by Parental Incarceration law, and (2) the University of the District of Columbia would be facilitating development of the required District-wide plan.

- a. Is an MOU currently executed? If yes, please provide the execution date and parties. If no, please explain why and provide a revised timeline.
- b. Is UDC currently facilitating development of the District-wide plan? If yes, please describe the current stage of work and expected completion date.
- c. If either milestone has not been met, please identify the specific barrier (legal, budgetary, interagency, or capacity-related) and what action is required to resolve it.

**Response:**

a. There was no MOU in FY25. And, we currently don’t have one now.

B. Yes, UDC is currently finishing the final draft of District-wide plan. It will be submitted to the mayor then to council.

C. There was no barrier, UDC wanted to increase the research pool.

**70.** Please identify the **top 5 recommendations or policy positions** advanced by the Commission on Re-Entry and Returning Citizen Affairs in FY25–FY26 to date. For each:

- a. Describe MORCA’s role (if any) in developing, vetting, or advancing it;
- b. Indicate whether the recommendation was adopted, implemented, or rejected;
- c. If not implemented, identify the main barrier (authority, funding, interagency cooperation, or other); and
- d. State the next specific step needed and who must take it.

**Response:**

The top 5 recommendations are:

1. Increasing Housing Access for Returning Citizens with Family Support
2. Support Programs Specifically Targeted to the Needs of Women
3. Strengthening ‘Ban the Box’ Protections
4. Returning Citizens who are Seniors and those with Chronic Disabilities:
5. Children of Incarcerated Parents

- a. MORCA attends each meeting and are part of the development and the vetting phase of recommendations and policies that the commission has proposed.
- b. All recommendations are still in the development phase as the commission has faced some changes.
- c. The main barrier has been consistency in participation and the change in leadership.
- d. The next step would be to identify a new chairman for the commission as well as filling the vacancies. This step will be taken by the new Director of MORCA.

**71.** Please describe the formal process by which the Commission secures funding for programs it seeks to implement, including:

- a. Whether the Commission can directly propose budget enhancements or must work through MORCA or another agency;
- b. The roles of OBPM and agency CFOs in that process; and
- c. Any specific changes MORCA recommends make the process more workable or timely.

**Response:**

- a. The commission has a designated budget appointee who communicates with the Director of Operations at MORCA of the budgetary needs of the commission. The budget appointee along with other commissioners discuss annually how they would like to utilize the \$10,000 that has been placed in MORCA’s budget. In the past, MORCA has put in enhancements when the funding was taken due to government budget restrictions to meet the budget marc. The Director of operations or their designee procures any requested services and supplies that the commission is looking to purchase.
- b. OBPM does not have a role in how the commission utilizes their money.

The CFO’s role is MORCA. So, there’s no direct communication between the commission and the CFOs.

C. No, the current process has worked smoothly for all parties.

**72. 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 25 and FY 26, to date.** Please describe how MORCA supports the Commission’s work in practice (e.g., staffing, agenda-setting, research support, drafting, follow-up with agencies). Identify any gaps in capacity or authority that limit MORCA’s ability to support the Commission effectively.

**73. Response:**

| <b>FY25</b> | <b>FY26</b> |
|-------------|-------------|
| 1/27/2025   | 11/20/2025  |
| 2/20/2025   | 12/18/2025  |
| 3/20/2025   |             |
| 5/15/2025   |             |
| 6/26/2025   |             |
| 7/17/2025   |             |
| 9/18/2025   |             |

There are no gaps in capacity that limit MORCA from supporting the commission.

**74. CJCC participation and outcomes.** For FY25–FY26 to date, please identify up to **five CJCC initiatives or workstreams** most relevant to returning citizens (e.g., reentry planning, data sharing, diversion, supervision coordination). For each:

- a. MORCA’s role and the specific position(s) represented;
- b. Any commitments or actions that resulted; and
- c. Whether those actions have improved coordination or outcomes for returning citizens  
—  
and if not, why not.

**Response:**

- a. **MORCA’s Role and Positions Represented**  
Director Carey served as co-chair of the Incarceration and Community Corrections Committee (ICCC) for most of 2025. MORCA participated in discussions and planning efforts focused on reentry and coordination among CJCC member agencies.
- b. **Commitments or Actions Resulting from These Efforts**  
2025 ICCC priorities included:
  - **Post-Conviction Writ Transfers:** Completed. USMS arranged for individuals seeking post-conviction writs (e.g., IRAA early release) to be moved from BOP facilities to Northern Neck Regional Jail, improving access for PDS attorneys.

- First Step Act Good-Time Credits: In progress. BOP began applying credits to DC Code offenders in 2025 following DC Council legislation. ICCC will continue monitoring implementation in 2026.
- Pretrial Length of Stay Analysis: Completed. CJCC reviewed case processing for pretrial residents at DOC and Title 16 youth at YSC. Findings showed delays were primarily due to multiple cases or competency issues; no systemic issues for youth cases.
- c. Impact on Coordination and Outcomes  
These actions improved coordination among agencies and reduced barriers for legal representation (e.g., IRAA petitions). Monitoring of First Step Act credits is ongoing, so full impact is still being assessed. Pretrial analysis clarified causes of delays but did not immediately reduce lengths of stay, as many factors are case-specific.

Looking Ahead (2026)

ICCC will:

- Estimate the number of individuals eligible for early release under IRAA to support strategic planning.
- Enhance reentry support for those released under IRAA, First Step Act, and Compassionate Release.

## PART 2: STANDARDIZED PERFORMANCE & ACCOUNTABILITY QUESTIONS

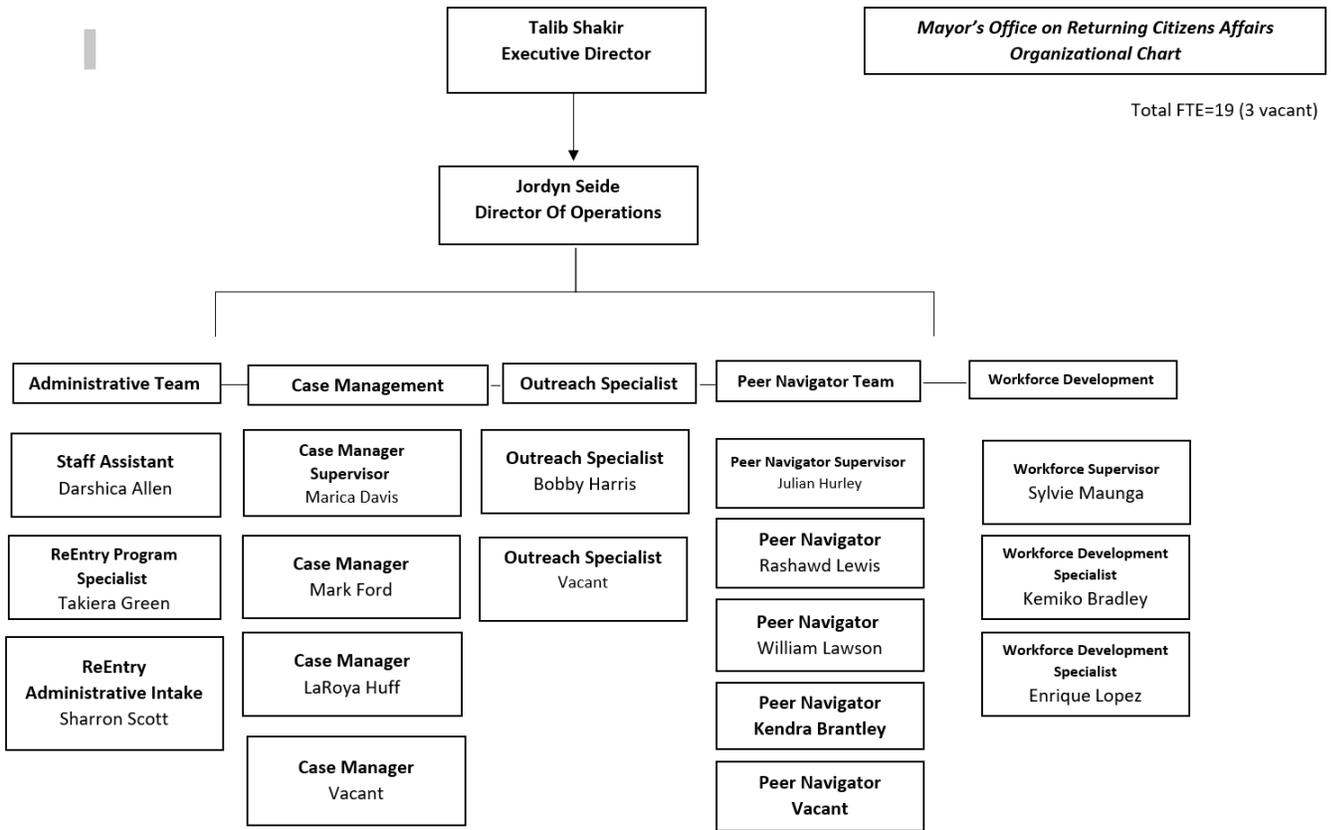
*Note: this year the Council Office of the Budget Director’s Performance Initiative developed a set of standard questions that Council committees may use to help standardize data collection and analysis from office to office and year to year. Departures from the standard questions are noted in brackets.*

### **Governance and Personnel**

75. Please provide a complete<sup>1</sup> and current organizational chart for the agency and each division and subdivision within the office, including: MORCA
- a. The names and titles of all senior personnel;
  - b. A description of the roles and responsibilities for each division and subdivision;
  - c. A narrative explanation of any changes to the organizational chart made in the last calendar year; and

An indication of whether any positions in the chart are vacant.

**Response:**



**Case Management Department**

The core responsibility of MORCA’s Case Managers is to facilitate a seamless connection of constituents to a spectrum of vital government and community-based services. These services encompass housing resources, behavioral and physical health services, vital records, clothing, food, and legal services. This is meticulously achieved through the implementation of a thorough intake process, the formulation and completion of Individualized Assessment plans, and the strategic facilitation of constituents' access to pertinent community programming and government services.

**Workforce Development Department**

The Workforce Development Team is responsible for identifying suitable employers, employment training programs, and vocational training opportunities. These initiatives are aimed at facilitating the successful reintegration of constituents into the workforce. The team's primary objective is to connect constituents with a range of career planning options, including apprenticeships, employment training programs, and vocational certification training opportunities.

**Reentry Peer Navigation Department**

The Reentry Peer Navigators Program is meticulously designed to position individuals with firsthand experience as exemplars and guides for other returning citizens to showcase models of successful community reintegration. This involves establishing weekly follow-ups with clients through in-person meetings, phone calls, and emails to

build relationships with clients, to understand individual strengths and weaknesses, to troubleshoot barriers, and to cultivate relationships with service providers. The focus is on supporting returning citizens in rebuilding their lives, identifying professional and personal goals, and taking ownership of their accomplishments. The Reentry Peer Navigators actively encourage independence and utilize a tracking system to pursue the successful completion of the referral process. This comprehensive approach addresses a spectrum of needs, including housing, employment, job readiness, behavioral and physical health services, educational and vocational training, clothing, food, and legal services.

### **Outreach Department**

MORCA's Outreach team works to proactively engage with surrounding communities, establish robust relationships, raise awareness about MORCA's services, and foster collaborative efforts to address common challenges encountered by returning citizens and their families. Simultaneously, establish connections with District residents scheduled to be released within the next six months from the Department of Corrections (DOC) or Federal Bureau of Prisons (BOP) custody. This comprehensive approach aims to enhance community outreach, strengthen partnerships, and create cohesive effort in addressing the needs of individuals transitioning back into society.

d.

c. MORCA has made no changes to the organizational chart in the last calendar year.

d. Please see a.

76. Please provide a complete, up-to-date list of contract workers working directly for your agency, ordered by program and activity, and including the following information for each position:

- a. Title of position;
- b. Indication that the position is filled or vacant;
- c. Date employee began in the position;
- d. Whether the position must be filled to comply with federal or local law;
- e. If applicable, the federal or local law that requires the position be filled;
- f. The entity from which they are contracted; and
- g. The contracted annual cost.

**Response: MORCA does not currently have any contract workers.**

77. Please provide, for each month of FY 25 through FY 26 to date, the net number of personnel separated from and hired to the agency.

**Response:** Please see attachment; tab q80

78. Does the agency conduct annual performance evaluations of all its employees? If so, who conducts such evaluations? What steps are taken to ensure that all office employees are meeting individual job requirements?

**Response:** Yes. Performance evaluations are conducted by MORCA's senior leadership team through one-on-one supervisory meetings, trainings, and agency-centered training sessions.

79. Please provide the following for each collective bargaining agreement that is currently in effect for agency employees:
- a. The bargaining unit (name and local number);
  - b. The start and end date of each agreement;
  - c. The number of employees covered;
  - d. Whether the agency is currently bargaining;
  - e. If currently bargaining, anticipated completion date;
  - f. For each agreement, the union leader's name title and contact information
  - g. A copy of the ratified collective bargaining agreement.

**Response:** MORCA has no collective bargaining agreements.

80. Please list all employees currently detailed to or from your agency. For each detailed employee, include:
- a. The reason for the details;
  - b. The job duties if detailed to your agency;
  - c. The start date of detail;
  - d. The agency the employee is detailed to/from; and
  - e. The projected date of return.

**Response:** The Mayor's Office of Returning Citizens (MORCA) does not have any employees detailed from or to another agency during Fiscal Year 2025 (FY25) or Fiscal Year 2026 (FY26). Therefore, there are no details to report regarding the reason for the details, job duties, start date, originating or receiving agency, or projected date of return.

81. Please provide a list and description of all memorandums of understanding and memorandums of agreement in effect during FY 25 and FY 26, to date.

| Fiscal | Memorandums of Understanding (MOU) | Description  |
|--------|------------------------------------|--|
| FY25   | MORCA-DHS                          | This MOU recognizes that MORCA shall recruit and enroll two hundred (200) District residents registered and participating in a MORCA program and are eligible for the SNAP E&T program, including MORCA clients referring to MORCA through DHS/ESA. This allows DHS/ESA to expand the comprehensive range of services available to SNAP E&T clients and provide them with eligible employment and case management service. |
| FY25   | MORCA-DOES                         | This MOU supports the Georgetown University Paralegal Program to provide 15 program participants with training, educational, services and on the job work experience in paralegal services.  |
| FY26   | MORCA-DHS                          | This MOU recognizes that MORCA shall recruit and enroll two hundred (200) District residents registered and participating in a MORCA program and are eligible for the SNAP E&T program, including MORCA clients referring to MORCA through DHS/ESA. This allows DHS/ESA to expand the comprehensive range of services available to SNAP E&T clients and provide them with eligible employment and case management service. |
| FY26   | MORCA-DOES                         | This MOU supports the Georgetown University Paralegal Program to provide 15 program participants with training, educational, services and on the job work experience in paralegal services.  |

82. Please list any [federal or local] legislation that impacts your agency from the prior two fiscal years and provide a status report on the agency’s implementation related to each piece of legislation. [To the extent particular legislative changes are addressed in full in response to later agency-specific questions, please feel free to note that here with a cross-reference.]

**Response:**

**STEER Act (DC):** The STEER Act significantly restricted the CCU’s ability to provide ticket relief to returning citizens. Due to these changes, most tickets issued are now excluded from eligibility for the program.

86. Customer feedback

- a. How does the agency solicit feedback from customers (i.e., District residents served)? Please describe.
- b. What has the agency learned from this feedback?
- c. How has the agency changed its practices because of such feedback?

Response: Please see question 5.

**Laws, Audits, and Reports: OGC**

83. Please identify any legislative modifications that would enable the agency to better meet its mission.

Please see Question 13

84. Please identify any regulatory impediments to your agency's operations.  
None

85. Please list and describe any ongoing investigations, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY25 and FY26 to date.

**Please see MORCA's response to Question 30.**

86. Please identify and provide an update on what actions have been taken to address all recommendations made during the previous three years by:
- Office of the Inspector General;
  - D.C. Auditor;
  - Internal audit; and
  - Any other federal or local oversight entities.

**Response:** MORCA has not received any recommendations in the past three years.

87. Please list all pending lawsuits in which the agency, or its officers or employees acting in their official capacities, are named as defendants, and for each case provide the following: OGC
- The case name;
  - Court where the suit was filed;
  - Case docket number;
  - Case status; and
  - A brief description of the case

**Please see MORCA's response to Question 28.**

88. Please list the total amount of money the agency or the District, on behalf of the agency, expended to settle claims against it, or its officers or employees acting in their official capacities, in FY25 and FY26 to date.

**Response: None.**

89. Please list each settlement the agency or the District, on behalf of the agency, entered into in FY25 and FY26 to date that involved claims against the agency, or its officers or employees in their official capacity, including any settlements covered by D.C. Code § 2-402(a)(3). For each settlement, provide: OGC
- The amount of the settlement;
  - If related to litigation, the case name and brief description; and
  - If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

Response: **Please see MORCA’s response to Question 29.**

90. Please list all administrative complaints or grievances that the agency received in FY25 and FY26 to date. For each complaint, list: OGC
- The source of complaint;
  - The process utilized to respond to the complaint or grievance;
  - Any changes to agency policies or procedures that resulted from the complaint or grievance; and
  - If resolved describe the resolution.

Response: **Please see MORCA’s response to Question 27.**

91. Is the agency currently party to any active non-disclosure agreements? If so, please provide all allowable information on all such agreements, including:
- The number of agreements;
  - The department(s) within the agency associated with each agreement; and
  - Whether any agreements are required for specific positions (please list each position by division and program and indicate whether the position is contracted)

Response: MORCA does not have any active non-disclosure agreements.

### **Data**

92. In filterable and sortable spreadsheet, please list all electronic databases maintained by your agency, including the following:
- A detailed description of the information tracked within each system;
  - The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and
  - Whether the public can be granted access to all or part of each system.

Response:

**A. Intake Form- QuickBase (Age:1 year)** – Collects general demographic information and generates an **M number**, which functions as a **MORCA-specific identifier (similar to an SSN)** and can be used across future systems.

**Client Satisfaction Surveys (Age: 1 year)** – Collect feedback from clients regarding their experience and satisfaction with services received.

**Case Management Data (Age: Predates current leadership team; updated last year)** –

Tracks client demographics, requested services, and all referrals made through the program.

**Peer Navigator Data (Age: 3 years)** – Tracks referral follow-through, including whether referrals were completed or accessed by the client.

**Workforce Data (Age: Predates current leadership team; updated last year)** – Tracks workforce-related services requested and received, including education level, trainings, referrals, credentials earned, job placements, and employment retention.

**DHS SNAP E&T Data (Age: 2 years)**– Tracks assessments, demographic information, program components, participant accomplishments, transportation services, and credentials obtained through the SNAP Employment & Training program.

**Apricot (Not our Data system)** – Tracks engagement for individuals who are incarcerated within the **Department of Corrections (DOC)**, including pre-release assessments, demographic information, and identification of immediate needs prior to release.

**ZoomGrants (Age: 3 years)** - Used to monitor Access to Jobs applications and notifications. Also used to monitor monthly grantee reporting and all correspondence between grantees and MORCA.

**GovDelivery (Age: 5 years)** - Keeps stakeholders aware of upcoming MORCA events and programming.

b. This answer is within a.

c. The public cannot be granted access to these systems.

**93.** Please provide a list of all studies, research papers, and analyses (“studies”) the agency or an agency’s employee requested, prepared, presented or contracted for during FY25. For each study please list:

a. The status;

b. The purpose; and

c. A link (if published) to the study, research paper or analysis.

**Response:** MORCA has no studies, research papers or analyses.

**94.** Please list contracts and procurements awarded, entered into, extended, or for which an option year was exercised, by the agency during FY25 and FY26, to date in the attached spreadsheet titled “Contracts and Procurements”.

Response: Please see question 15 which highlights the PCard purchases, and question 18 which highlights procurements and contracts. The only one that has an option year is the CDL program.

**95.** Please include your Agency Code in the filename (e.g., AB0\_2026\_Contracts and Procurements.xls). MORCA

**96.** You may add additional lines to the sheet but please do not change any other formatting.