



MAYOR'S OFFICE ON RETURNING CITIZEN AFFAIRS

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2024

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1 MAYOR'S OFFICE ON RETURNING CITIZEN AFFAIRS

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

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

2 2023 ACCOMPLISHMENTS

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

3 2023 OBJECTIVES

Strategic Objective

Completion of individualized assessment plans and connecting constituents to essential government and community-based services such as housing, employment and job readiness, behavioral and physical health services, educational and vocational training, clothing, food, and legal services.

Assist with removing barriers and reducing the rate of recidivism, by identification of employers, employment training, and vocational training programs that will assist returning citizens with successful reintegration.

Develop a robust collaborative working relationship with DC Government agencies that offer vocational training, apprenticeship, education, employment and employment training, housing assistance, mental health services, and general health services.

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

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

4 2023 OPERATIONS

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

5 2023 STRATEGIC INITIATIVES

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

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

Self
Advocacy
Opportunities

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

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

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

6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Completion of individualized assessment plans and connecting constituents to essential government and community-based services such as housing, employment and job readiness, behavioral and physical health services, educational and vocational training, clothing, food, and legal services.											
Percent of returning citizens that successfully obtain employment	Up is Better	23.8%	67.2%	77.4%	123.5%	57%	75%	77%	24%	Met	
Percent of returning citizens referred to government and community-based programs and services, identified in their individualized case plan	Up is Better	23.1%	97.5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	100%	Met	
Percent of returning citizens that complete vocational training programs	Up is Better	39.9%	86.7%	34.2%	31.2%	42.1%	75.6%	75.6%	40%	Met	
Number of new strategic partnerships and collaborations of coordinated services offered through government agencies and community-based organizations supporting returning citizens.	Up is Better	26	83	10	12	12	23	57	10	Met	
Assist with removing barriers and reducing the rate of recidivism, by identification of employers, employment training, and vocational training programs that will assist returning citizens with successful reintegration.											
Number of employer relationships developed in Wards 7 and 8	Up is Better	New in 2022	54	7	4	3	2	16	-	-	
Number of returning citizens attending job fairs	Up is Better	New in 2022	312	237	211	242	252	942	-	-	
Percent of returning citizens referred to and completing employment training programs.	Up is Better	41.1%	45.3%	27.1%	228.4%	42.1%	57%	67.1%	42%	Met	
Number of returning citizens who went through training and were successfully hired as peer navigators	Up is Better	New in 2023	New in 2023	6	6	6	6	6	6	New in 2023	
Develop a robust collaborative working relationship with DC Government agencies that offer vocational training, apprenticeship, education, employment and employment training, housing assistance, mental health services, and general health services.											

Key Performance Indicators (continued)

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

Workload Measures

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

Workload Measures (continued)

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