



# **MAYOR'S OFFICE ON RETURNING CITIZEN AFFAIRS PROPOSED FY 2025 PERFORMANCE PLAN**

**APRIL 3, 2024**

# CONTENTS

---

- Contents** **2**
- 1 Mayor’s Office on Returning Citizen Affairs** **3**
- 2 Proposed 2025 Objectives** **4**
- 3 Proposed 2025 Operations** **5**
- 4 Proposed 2025 Key Performance Indicators and Workload Measures** **7**

# **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 PROPOSED 2025 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.

Referral coordination/ follow up to support returning citizens in navigating different agencies referral process both governmental and community-based resources identified in their individual case plans.

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.

Develop a strategic approach to employ active engagement with surrounding communities, build strong relationships, raise awareness about MORC services or causes and work collaboratively to address shared challenge faced by returning citizens and their families. While also connecting to DC residents scheduled to be released within 6 months from DOC or FBOP custody.

Establish brand awareness and create a media presence that allows MORCA to reach constituents and potential partners. Use social media to educate DC residents and neighboring cities on the needs of our residents returning home from a period of incarceration while changing the narrative.

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

---

### 3 PROPOSED 2025 OPERATIONS

| Operation Title  | Operation Description   | Type of Operation |
|--|---|-------------------|
| <b>Completion of individualized assessment plans and connecting constituents to essential government and community-based services such as housing, employment and job readiness, behavioral and physical health services, educational and vocational training, clothing, food, and legal services.</b> |   |                   |
| Case Management/Coordination   | Ensure MORCA constituents are connected to governmental and community-based programs and services, identified in the constituents individualize case plan, which lead to employment, educational and family stabilizing opportunities and a successful transition for constituents. | Daily Service     |
| <b>Assist with removing barriers and reducing the rate of recidivism, by identification of employers, employment training, and vocational training programs that will assist returning citizens with successful reintegration.</b>   |   |                   |
| Workforce/Economic Growth  | Create conditions for economic growth and opportunity for Returning Citizens while building sustainable, employer-driven career pathways to meet employers' need for talent and to connect Returning Citizens to quality jobs.  | Daily Service     |
| Access to Jobs   | Access to Jobs Pilot program will provide incentives for employers to hire returning citizens in subsidized employment opportunities for up to 2 years with the goal of the employers including participants as full-time employees in the 3rd year.                                | Key Project       |
| Paralegal Program  | MORCA, in partnership with Georgetown University will seek to implement the Returning Citizens Paralegal Program. MORCA will collaborate with Georgetown University's School of Continuing Studies to provide a paralegal studies training program to fifteen (15) participants.    | Key Project       |
| Employment Training  | Identifying employment training programs and connecting with the program staff to establish a referral system to ensure MORCA clients are connected to training opportunities.  | Key Project       |
| Workforce Development Partnership  | Identify and develop relationships with local and national companies that hire returning citizens, while developing a comprehensive list of employers by industries that hire returning citizens.   | Daily Service     |
| CDL Program  | In collaboration with the Department of Public Works, DIA and CSOSA, MORCA offers Class B Commercial Driver License Training for returning citizens.  | Key Project       |
| <b>Referral coordination/ follow up to support returning citizens in navigating different agencies referral process both governmental and community-based resources identified in their individual case plans.</b>   |   |                   |
| Peer Navigation  | Demonstrate successful reentry while helping one navigate goal planning, addressing, and eliminating barriers through troubleshooting hard to navigate system.  | Daily Service     |

(continued)

| Operation Title   | Operation Description   | Type of Operation |
|---|---|-------------------|
| <b>Develop a robust collaborative working relationship with DC Government agencies that offer vocational training, apprenticeship, education, employment and employment training, housing assistance, mental health services, and general health services.</b>  |   |                   |
| Partnership/Collaboration   | Strategic alignment with government and community base agencies to ensure MORCA services/ resources incorporates program that meets the needs of Returning Citizens and their family's needs.                               | Daily Service     |
| <b>Develop a strategic approach to employ active engagement with surrounding communities, build strong relationships, raise awareness about MORC services or causes and work collaboratively to address shared challenge faced by returning citizens and their families. While also connecting to DC residents scheduled to be released within 6 months from DOC or FBOP custody.</b> |   |                   |
| Outreach/Resource building  | Conduct, coordinate and attend events that further the mission and vision of the Mayor for Returning Citizens while keeping all stakeholders abreast of all new/current services, initiatives, and events by lead by MORCA. | Daily Service     |
| <b>Establish brand awareness and create a media presence that allows MORCA to reach constituents and potential partners. Use social media to educate DC residents and neighboring cities on the needs of our residents returning home from a period of incarceration while changing the narrative.</b>  |   |                   |
| Communication/ Public information   | Create a social media campaign that highlights MORCA's mission, vision, and values while increasing awareness of MORCA's services.  | Daily Service     |

## 4 PROPOSED 2025 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

| Measure  | Directionality | FY 2022     | FY 2023     | FY 2024 Target | FY 2025 Target    |
|--|----------------|-------------|-------------|----------------|-------------------|
| <b>Completion of individualized assessment plans and connecting constituents to essential government and community-based services such as housing, employment and job readiness, behavioral and physical health services, educational and vocational training, clothing, food, and legal services.</b> |                |             |             |                |                   |
| Percent of returning citizens that successfully obtain employment  | Up is Better   | 67.2%       | 77%         | 24%            | 24%               |
| Number of New Intakes and Individualized Case Plans completed with client in order to address client's needs and desires.  | Up is Better   | New in 2024 | New in 2024 | New in 2024    | Not Yet Available |
| Number of clients returned for additional support at achieving identify goals and service needs.   | Up is Better   | New in 2024 | New in 2024 | New in 2024    | Not Yet Available |
| Number of transportation referrals provided in order to address transportation barriers.   | Up is Better   | New in 2024 | New in 2024 | New in 2024    | Not Yet Available |
| <b>Assist with removing barriers and reducing the rate of recidivism, by identification of employers, employment training, and vocational training programs that will assist returning citizens with successful reintegration.</b>   |                |             |             |                |                   |
| Number of returning citizens attending job fairs   | Up is Better   | 108.3       | 942         | No Target Set  | Not Yet Available |
| Percent of returning citizens referred to and completing employment training programs.   | Up is Better   | 45.3%       | 76.7%       | 42%            | 42%               |
| Number of Workforce assessments completed.   | Up is Better   | New in 2024 | New in 2024 | New in 2024    | Not Yet Available |
| Number of referrals made to the organization for training opportunities  | Up is Better   | New in 2024 | New in 2024 | New in 2024    | Not Yet Available |
| Number of referrals made to the organization for vocational opportunities  | Up is Better   | New in 2024 | New in 2024 | New in 2024    | Not Yet Available |
| Number of referrals made to the organization for education opportunities.  | Up is Better   | New in 2024 | New in 2024 | New in 2024    | Not Yet Available |
| <b>Referral coordination/ follow up to support returning citizens in navigating different agencies referral process both governmental and community-based resources identified in their individual case plans.</b>   |                |             |             |                |                   |
| Number of referrals successfully completed.  | Up is Better   | New in 2024 | New in 2024 | New in 2024    | Not Yet Available |
| Number of navigation encounters completed in-person with constituents  | Up is Better   | New in 2024 | New in 2024 | New in 2024    | Not Yet Available |
| Number of follow-up encounters made by phone with constituents.  | Up is Better   | New in 2024 | New in 2024 | New in 2024    | Not Yet Available |
| <b>Develop a robust collaborative working relationship with DC Government agencies that offer vocational training, apprenticeship, education, employment and employment training, housing assistance, mental health services, and general health services.</b>   |                |             |             |                |                   |

Key Performance Indicators (continued)

| Measure   | Directionality | FY 2022     | FY 2023                 | FY 2024 Target | FY 2025 Target    |
|---|----------------|-------------|-------------------------|----------------|-------------------|
| Number of updated points of contact verifications of district government agencies.  | Up is Better   | New in 2024 | New in 2024             | New in 2024    | Not Yet Available |
| Number of new governmental partnerships.  | Up is Better   | New in 2024 | New in 2024             | New in 2024    | Not Yet Available |
| Number of facilitated informational sessions convened with current community partnership.   | Up is Better   | New in 2024 | New in 2024             | New in 2024    | Not Yet Available |
| Number of new Community partnerships established.   | Up is Better   | New in 2024 | New in 2024             | New in 2024    | Not Yet Available |
| <b>Develop a strategic approach to employ active engagement with surrounding communities, build strong relationships, raise awareness about MORC services or causes and work collaboratively to address shared challenge faced by returning citizens and their families. While also connecting to DC residents scheduled to be released within 6 months from DOC or FBOP custody.</b> |                |             |                         |                |                   |
| Number of outreach events attended.   | Up is Better   | New in 2024 | New in 2024             | New in 2024    | Not Yet Available |
| Number of participants engaged during outreach events.  | Up is Better   | New in 2024 | New in 2024             | New in 2024    | Not Yet Available |
| Number of strategic partnerships initiated during outreach event.   | Up is Better   | New in 2024 | New in 2024             | New in 2024    | Not Yet Available |
| Number of FBOP encounter (listening sessions, reunification trips, corresponding letters)   | Up is Better   | New in 2024 | New in 2024             | New in 2024    | Not Yet Available |
| Number of encounters at DC jail and local prisons.  | Up is Better   | New in 2024 | New in 2024             | New in 2024    | Not Yet Available |
| <b>Create and maintain a highly efficient, transparent, and responsive District government.</b>   |                |             |                         |                |                   |
| Percent of new hires that are District residents  | Up is Better   | New in 2023 | 100%                    | No Target Set  | No Target Set     |
| Percent of employees that are District residents  | Up is Better   | New in 2023 | 100%                    | No Target Set  | No Target Set     |
| Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.  | Up is Better   | New in 2023 | No Applicable Incidents | No Target Set  | No Target Set     |
| Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia   | Up is Better   | New in 2023 | Not Available           | No Target Set  | No Target Set     |
| Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.  | Up is Better   | New in 2023 | Not Available           | No Target Set  | No Target Set     |



Workload Measures

| Measure   | FY 2022     | FY 2023     |
|---|-------------|-------------|
| <b>Case Management/Coordination</b>   |             |             |
| Number of returning citizens that receive case plans  | 839         | 2,350       |
| Number of employment training collaborations  | 83          | 30          |
| Number of clients served from halfway house   | New in 2024 | New in 2024 |
| Number of Promise Rides booked to decrease transportation barriers  | New in 2024 | New in 2024 |
| Number of clients enrolled in the smartrip program.   | New in 2024 | New in 2024 |
| Number of internal trainings for clients  | New in 2024 | New in 2024 |
| Number of clients requesting Mental Health Referrals  | New in 2024 | New in 2024 |
| Number of clients that received Vital Record Waivers and Vital Record referrals.                                      | New in 2024 | New in 2024 |
| Number of clients that utilize the ticket pathways program.   | New in 2024 | New in 2024 |
| Number of in-house strategic partnerships.  | New in 2024 | New in 2024 |
| Number of clients self-identified as receiving SNAP E&T.  | New in 2024 | New in 2024 |
| Number of clients identified emergency housing as an essential need.  | New in 2024 | New in 2024 |
| Number of clients seeking employment referrals.   | New in 2024 | New in 2024 |
| Number of organizations/ law firms that reached out for IRRA, Second look, Compassionate Release reentry coordination | New in 2024 | New in 2024 |
| Number of clients that received support in completing SNAP eligibility form.  | New in 2024 | New in 2024 |
| Number of clients that received support navigating SSI/ SSDI application process.                                     | New in 2024 | New in 2024 |
| Number of clients identified as already registered to vote  | New in 2024 | New in 2024 |
| Number of clients MORCA registered to vote.   | New in 2024 | New in 2024 |
| <b>Access to Jobs</b>   |             |             |
| Number of DC Based employees that expressed interest in hosting a constituent for Access to Jobs program.             | New in 2024 | New in 2024 |
| The number of grantees awarded Access to Jobs program funding.  | New in 2024 | New in 2024 |
| Number of constituents receiving subsidized employment through access to a job.                                       | New in 2024 | New in 2024 |
| Number of employers that completed the Access to Jobs program application.  | New in 2024 | New in 2024 |
| Number of constituents that completed the program and transitioned into un-subsidized employment                      | New in 2024 | New in 2024 |
| <b>Paralegal Program</b>  |             |             |

Workload Measures (continued)

| Measure   | FY 2022     | FY 2023     |
|---|-------------|-------------|
| Number of constituents interested in Paralegal Program                        | New in 2024 | New in 2024 |
| Number of individual candidates interviewed.                                  | New in 2024 | New in 2024 |
| Number of constituents that complete the course                               | New in 2024 | New in 2024 |
| Number of partners that hired fellows after graduation.                       | New in 2024 | New in 2024 |
| <b>Workforce/Economic Growth</b>  |             |             |
| Number of returning citizens that are employed for at least 60 days.          | 287         | 138         |
| Number of returning citizens that are employed for at least 90 days.          | 277         | 138         |
| Number of returning citizens that are employed for at least 120 days.         | 182         | 225         |
| Number of clients employed for 30 days.                                       | New in 2024 | New in 2024 |
| Number of clients hired full-time.  | New in 2024 | New in 2024 |
| Number of clients hired part-time.  | New in 2024 | New in 2024 |
| <b>Peer Navigation</b>  |             |             |
| Number of unreachable clients with incorrect contact information.             | New in 2024 | New in 2024 |
| Number of follow-up encounters with clients deemed as unreachable clients     | New in 2024 | New in 2024 |
| Number of follow-up encounters made by phone with constituents.               | New in 2024 | New in 2024 |
| Number of clients refused services.   | New in 2024 | New in 2024 |
| Number of clients reincarcerated.   | New in 2024 | New in 2024 |
| Number of returning citizens enrolled programs and/or services.               | New in 2024 | New in 2024 |
| Number of FSET follow up completed.   | New in 2024 | New in 2024 |
| Number of in-housing successful transitional hands-on learning opportunities. | New in 2024 | New in 2024 |
| <b>Partnership/Collaboration</b>  |             |             |
| Number of returning citizens advocates represented as coalition members       | 53.3%       | 200%        |
| <b>Outreach/Resource building</b>   |             |             |
| Number of FBOP Resources Affairs.   | New in 2024 | New in 2024 |
| Number of corresponding letters to District residents residing with the FBOP. | New in 2024 | New in 2024 |
| Number of family reunification trips facilitated                              | New in 2024 | New in 2024 |
| Number of DOC visits.   | New in 2024 | New in 2024 |
| Number of DOC clients served during weekly visit.                             | New in 2024 | New in 2024 |
| Number of Reentry & Sanction Center (RSC) visits                              | New in 2024 | New in 2024 |
| Number of Halfway clients served.   | New in 2024 | New in 2024 |
| Number of Community Events centered around voter's education.                 | New in 2024 | New in 2024 |
| Number of Registered Voters.  | New in 2024 | New in 2024 |

Workload Measures (continued)

| Measure  | FY 2022     | FY 2023     |
|--|-------------|-------------|
| <b>Communication/ Public information</b>   |             |             |
| Number of Facebook followers   | New in 2024 | New in 2024 |
| Number of Twitter followers.   | New in 2024 | New in 2024 |
| Number of Instagram followers.   | New in 2024 | New in 2024 |
| Number of YouTube subscribers.   | New in 2024 | New in 2024 |
| Number of newsletter subscribers   | New in 2024 | New in 2024 |
| Number of open houses to educate partners and constituents on agency initiatives, services and new programs. | New in 2024 | New in 2024 |
| Number of Policy recommendations.  | New in 2024 | New in 2024 |