

CHANGING PERCEPTIONS IMPACT REPORT

2025

EXECUTIVE SUMMARY

Dear Partners,

As we reflect on 2025, I want to share what Changing Perceptions has done and what we have become. Founded in 2015, Changing Perceptions was created to respond to a simple truth I know personally: returning home from incarceration is a long, fragile transition that requires stability, and sustained support. Over the past decade, our organization has grown from a grassroots effort into a comprehensive, trauma-informed reentry ecosystem serving justice-impacted individuals and families across Washington, D.C. In 2025, that growth reached a defining point.

This year marked our transition from an organization focused primarily on delivering services to one that is fully operational, data-driven, and positioned for systems-level impact. We invested deeply in infrastructure, accountability, and people—ensuring that what we provide is compassionate, effective, measurable, and built to last.

We supported hundreds of returning citizens navigating housing instability, employment barriers, health challenges, and the emotional weight of reentry. Many of those we served were individuals facing long sentences or returning home under policies such as the Incarceration Reduction Amendment Act and Second Look legislation. What distinguishes our work is consistency. We show up at the moments when support matters most—when housing is at risk, when employment falters, when isolation threatens progress. Our outcomes reflect that commitment.

Behind the scenes, this year was also defined by organizational strengthening. We deepened governance practices, refined compliance and financial systems, and invested in staff capacity to ensure long-term sustainability. We earned continued trust from public agencies, foundations, and individual donors, and recognition that Changing Perceptions is no longer emerging. We are established, credible, and ready for the next stage of growth.

As Executive Director—and as someone directly impacted by the justice system—I believe organizations like Changing Perceptions represent the future of effective philanthropy. We are grounded in lived experience, disciplined by data, and focused on long-term outcomes. This report is an invitation to understand our work, the systems we are building, and what becomes possible when we invest in people as contributors, leaders, and neighbors.

Thank you for taking the time to learn about Changing Perceptions. I am deeply grateful for your interest and for the possibility of partnership as we continue this work together.



Monte Pollard
Executive Director
Changing Perceptions

OUR NORTH STAR

We go the extra mile—because everyone deserves a future without limits.

OUR MISSION

Our mission is to ensure the smooth reintegration and success of returning citizens in the Washington metropolitan area through hands-on and authentic mentoring, guidance, training, networking, and other supports and referrals to needed services.

OUR VISION

Our vision is that the Washington metropolitan area welcomes our returning citizens with open arms through a coordinated, community-based system that provides the tools and opportunities they need to thrive and succeed.

OUR CORE VALUES

Respect & Dignity
We embrace each other for who we are, treat each other with care and kindness, and honor each other's humanity and inherent value.

Trust & Accountability
We are reliable and honest partners, do what we say we will do, and do the right thing, especially when no one is looking.

Empathy & Authenticity
We are who we are, bring our lived experiences to the work, and are committed to showing up for each other and our community.

OUR STAFF



6 full-time



2 part-time



1 consultant

OUR THEORY OF CHANGE

OUR THEORY OF CHANGE

Changing Perceptions operates on the belief that lasting reintegration is achieved when justice-impacted individuals receive coordinated, trauma-informed, and community-based support that addresses both immediate needs and long-term stability.

Through comprehensive assessment, individualized planning, and sustained engagement, we address housing insecurity, employment barriers, health challenges, and social isolation—key drivers of recidivism. By centering lived experience, building trust, and integrating data-driven accountability, we create pathways for participants to become economically stable, civically engaged, and community leaders.

Our model transforms cycles of incarceration into cycles of opportunity—strengthening families, enhancing public safety, and advancing community wellbeing.



OUR PROGRAMS & SERVICES



OUR PROGRAMS & SERVICES



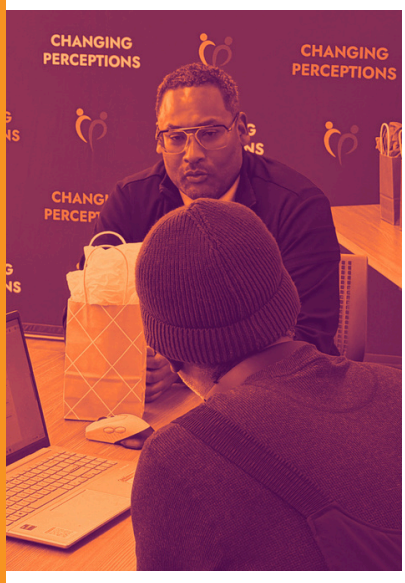
PEER NAVIGATION

Our Peer Navigation Program pairs participants with mentors who have successfully reentered society. Mentors provide guidance, accountability, and encouragement. Participants who excel may become paid peer mentors, creating a sustainable cycle of leadership. This model fosters education, civic engagement, and mutual accountability within the reentry community.



WORKFORCE DEVELOPMENT

We equip participants with the tools to enter and succeed in the workforce. Services include resume and cover letter development, LinkedIn optimization, mock interviews, and direct job matching with employer partners. We also embed financial literacy and digital literacy training. This program increases employability, reduces recidivism, and enhances economic mobility for returning citizens.



CASE MANAGEMENT AND SOCIAL WORK

We provide individualized case management and wellness support facilitated by a licensed social worker that help participants stabilize their lives post-incarceration. Our team assists with housing, healthcare access, transportation, and navigating government and community resources. This support strengthens participant health and stability, laying the foundation for long-term reintegration.

OUR PROGRAMS & SERVICES

FINANCIAL ASSISTANCE

We provide emergency financial support to address immediate barriers to stability—covering housing deposits, rent, food, transportation, medical costs, childcare, and education expenses. This intervention prevents crises from derailing progress, ensuring participants can maintain stability while pursuing employment and education.



COMMUNITY ENGAGEMENT

Our outreach activities create welcoming spaces for connection, information sharing, and support. Through community-based gatherings and relationship-building efforts, we provide access to resources, and service referrals that reduce, build, and strengthen connections between participants, families, and community partners.





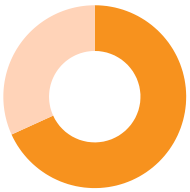
INTAKE DEMOGRAPHICS

The figures below reflect all individuals who engaged with Changing Perceptions in 2025, including participants receiving case management or urgent stabilization support, individuals currently on the waitlist for a 2026 program start, and those pending orientation.



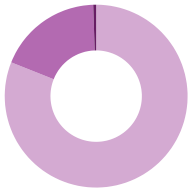
195 TOTAL PARTICIPANTS

FAMILY & CAREGIVING RESPONSIBILITES



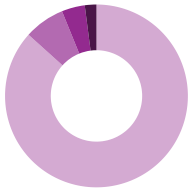
68% are parents

GENDER IDENTITY



81% male
18% female
<1% transgender woman

RACE AND ETHNICITY



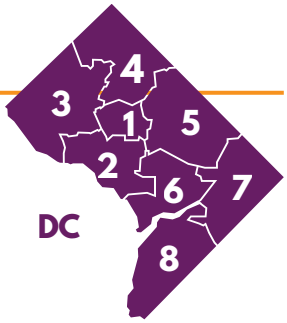
87% Black
7% White
4% Two+ Races
2% Hispanic/Latino

AGE

35-59 YEARS OLD
median age range

GEOGRAPHIC DISTRIBUTION

Primary residence at intake





MD
5 participants

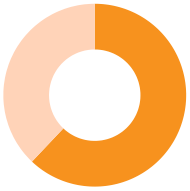


VA
0 participants

UNHOUSED
4 participants

Ward 1 14 participants
Ward 2 09 participants
Ward 3 07 participants
Ward 4 16 participants
Ward 5 29 participants
Ward 6 15 participants
Ward 7 46 participants
Ward 8 50 participants

JUSTICE SYSTEM SUPERVISION HISTORY

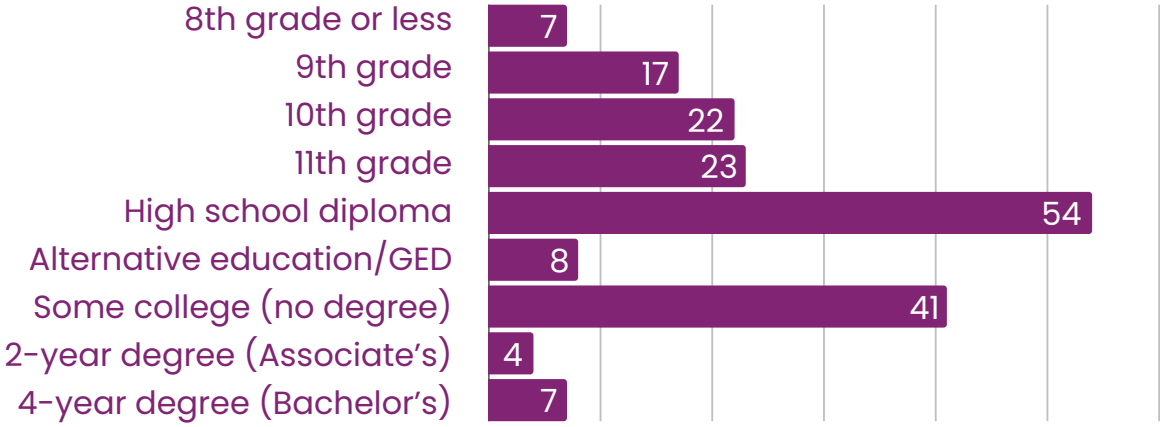


62%

report being currently or formerly under supervision, including probation, parole, or other court-mandated oversight.

EDUCATIONAL ATTAINMENT SNAPSHOT (SELF-REPORTED)

Educational attainment data reflects 183 unique participants, with each individual selecting a single highest level of education completed at intake.

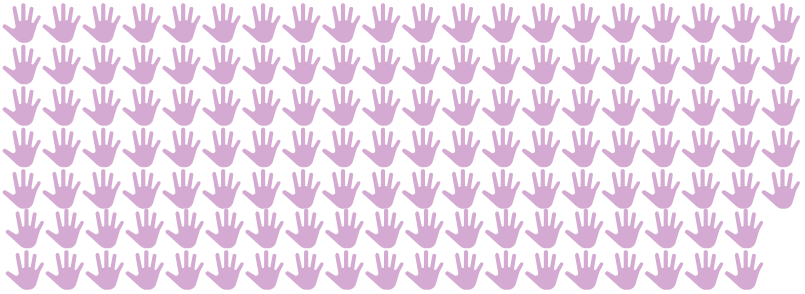




KEY PERFORMANCE INDICATORS

CASE MANAGEMENT & SOCIAL WORK

138 PARTICIPANTS SUPPORTED WITH:



850 hours of support

725 service notes

SELF-SUFFICIENCY MATRIX

Assessment tool used to measure stability and progress across housing, employment, income, health, and other domains.

INDIVIDUAL SERVICE PLAN

Personalized, goal-driven plans that outline each participant's needs, milestones, and coordinated supports.

BIOPSYCHOSOCIAL ASSESSMENT

Comprehensive evaluation of participants' mental and physical health, social supports, trauma history, and life circumstances.

REFERRALS

9 food and grocery

10 vital records

11 other humans services

26 workforce

96 housing

WORKFORCE DEVELOPMENT

REVIVE & THRIVE JOB TRAINING PROGRAM

83%

10 of 12 participants graduated

PROGRAM DETAILS

- Concluded July 2025
- Revenue: $50,000
- Expenses: $68,000

EMPLOYMENT STATUS AFTER PROGRAM COMPLETION

employed or receiving offers

actively job searching with support

in advanced training/pipeline roles

PARTICIPANT EXPERIENCE & SATISFACTION

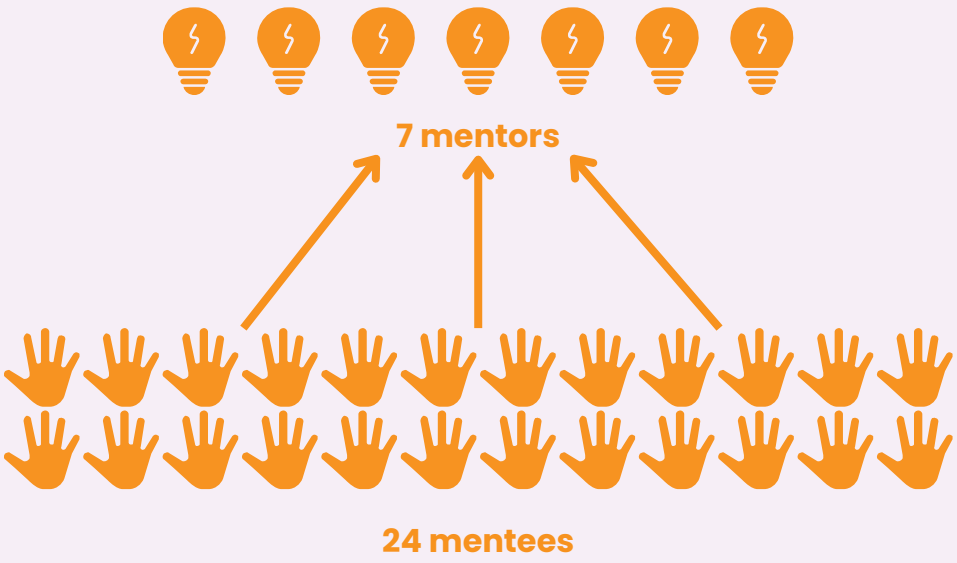
Participants rated their experience across key workforce readiness indicators:

- Overall Program Quality: 5.0 / 5
- Preparedness for Employment: 5.0 / 5
- Job Search & Interview Readiness: 5.0 / 5
- Confidence Navigating Reentry: 5.0 / 5
- Facilitator Support & Respect: 4.8 / 5



PEER NAVIGATION

For many returning citizens, coming home after years — sometimes decades — in prisons hundreds or thousands of miles away feels disorienting and overwhelming. They've missed funerals, lost loved ones, watched neighborhoods change, and returned to a city that no longer looks or operates the way they remember. Simple things — technology, transportation, paperwork, even asking for help — can feel unfamiliar. Navigation support matters because it reminds people they are not alone.

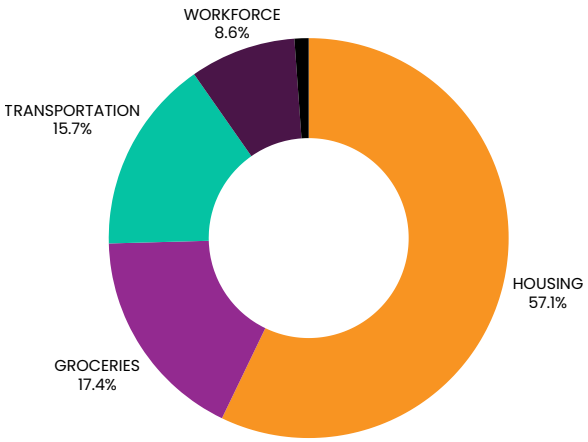


670+

hours of navigation support

FINANCIAL ASSISTANCE

For individuals returning home with little to no income, this support provides immediate stability, reduces crisis risk, and creates the conditions necessary for long-term success.



This support helped participants to:

Housing — $40,000.00

Prevent eviction and homelessness by covering first month's rent, security deposits, rent arrears, and essential utilities; Secure safe and stable housing immediately upon release or during periods of transition

Groceries — $12,200.00

Reduce food insecurity by ensuring consistent access to groceries and basic household necessities

Transportation — $11,000.00

Maintain employment and compliance through transportation support for work, court obligations, medical appointments, and program participation

Workforce — $6,000.00

Remove barriers to workforce entry by covering job-related expenses such as uniforms, tools, certifications, and required documentation

General support — $800.00

Stabilize families and households, including children and dependents, during critical reentry periods

Total financial assistance — $70,000.00

RECIDIVISM MONITORING & POST-PROGRAM FOLLOW-UP

LONG-TERM OUTCOMES AND ACCOUNTABILITY

Our accountability framework includes:

- Ongoing check-ins during active participation and alumni engagement
- Structured follow-up through the first year post-enrollment
- Justice system monitoring across DC, Maryland, and Virginia

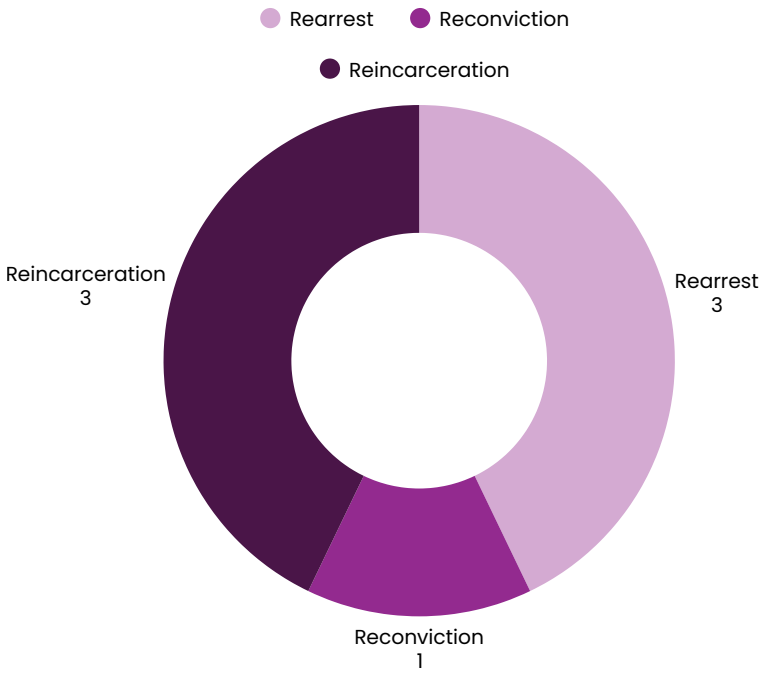
During the reporting period from ***October 1 through December 31, 2025,*** recidivism data was reviewed for ***61 participants.***

KEY OUTCOMES INCLUDED:

- **Rearrest: 3 of 61 (4.9%)**
- **Reconviction: 1 of 61 (1.6%)**
- **Reincarceration: 3 of 61 (4.9%)**
- **No justice-system involvement: 58 of 61 (95.1%)**

95% ANTI-RECIDIVISM RATE

amongst active participants during current tracking period



LETTERS OF SUPPORT

Changing Perceptions provided 26 formal Letters of Declaration to courts and legal advocates representing justice-impacted individuals seeking relief under the Incarceration Reduction Amendment Act (IRAA), the Second Look Amendment Act, and, when appropriate, Compassionate Release provisions.
A Letter of Declaration from Changing Perceptions is a sworn statement submitted to the Court, authored and signed by the Executive Director under penalty of perjury. The declaration serves as an official representation of the organization's credibility, service capacity, and documented engagement with a participant.



26 Letters of Declaration

LEGAL ENTITIES THAT REQUESTED DECLARATIONS

- **Public Defense & Advocacy Organizations**
  - Public Defender Service for the District of Columbia (PDS)
  - The Second Look Project
- **Private Law Firms**
  - White & Case LLP
  - Sidley Austin LLP
  - Steptoe LLP
  - Solid Ground Law
  - The Law Office of Linda Houston
- **Law School Clinics & Academic Legal Partners**
  - University of Virginia School of Law – Decarceration Clinic
  - George Washington University Law School

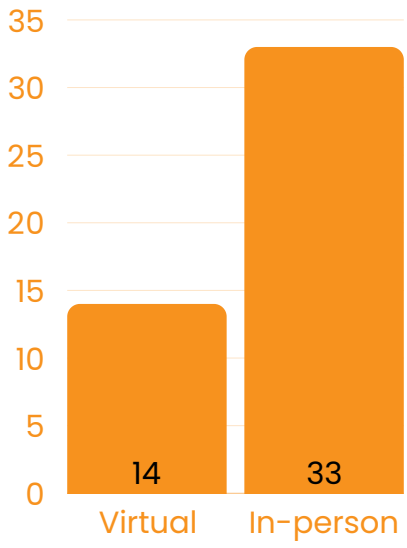
COMMUNITY OUTREACH AND ENROLLMENT GROWTH











OUR COMMUNITY OUTREACH SPECIALIST ENGAGED WITH 1,257 INDIVIDUALS ACROSS 47 EVENTS, RESULTING IN OVER 70 ELIGIBLE INDIVIDUALS ENROLLING IN SERVICES.

COST COMPARISON

INCARCERATION VS. REENTRY SUPPORT

Based on survey data from **105 justice-impacted individuals**, participants reported an average incarceration length of approximately **7.5 years**. Using conservative public-sector estimates, incarceration costs range from **$40,000–$75,000** per person per year, depending on jurisdiction and facility type.



105 JUSTICE-IMPACTED INDIVIDUALS × 7.5 YEARS = 787.5 TOTAL YEARS

At these rates, the estimated **public cost of incarceration per individual** represented in this population ranges from:

LOW ESTIMATE: 7.5 years × $40,000 = **$300,000** per person × 105 individuals = **$31,500,000**

HIGH ESTIMATE: 7.5 years × $75,000 = **$562,500** per person × 105 individuals = **$59,062,500**

This data illustrates a fundamental systems imbalance: public dollars overwhelmingly fund punishment after harm has occurred, while comparatively modest investments in reentry and stabilization can interrupt cycles of incarceration before they repeat.

Participants served by Changing Perceptions have experienced an average of 7.5 years of incarceration—representing an estimated $300,000–$560,000 per person in public cost—yet can be supported through comprehensive reentry services at a small fraction of that amount with stronger long-term outcomes.

SUCCESS STORY



FROM PARTICIPANT TO PROGRAM LEADER

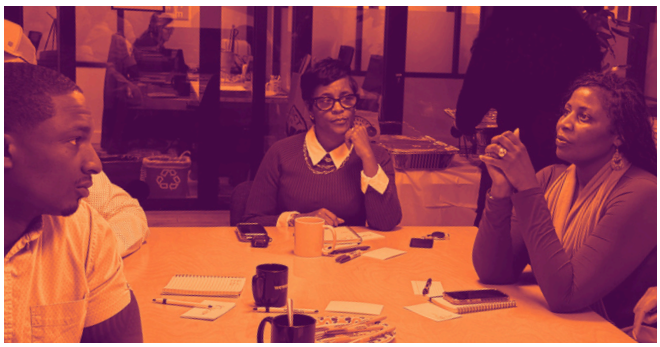
CHARITY KEYS

Charity's story reflects what is possible when opportunity meets determination. She entered the Changing Perceptions Job Training Program eager to learn but unsure of what the future held. Through structured workshops in résumé writing, interview skills, and financial literacy, Charity gained more than job readiness—she gained confidence, direction, and self-belief.

Today, Charity serves as the Intake Specialist at Changing Perceptions, the very organization that supported her reentry journey. In this role, she now welcomes new participants with dignity and encouragement, offering firsthand understanding and peer-informed support to others returning home.

"CHANGING PERCEPTIONS GAVE ME MORE THAN JOB TRAINING—IT GAVE ME MY VOICE BACK. I LEARNED TO BELIEVE IN MYSELF AGAIN, AND NOW I GET TO HELP OTHERS DO THE SAME."



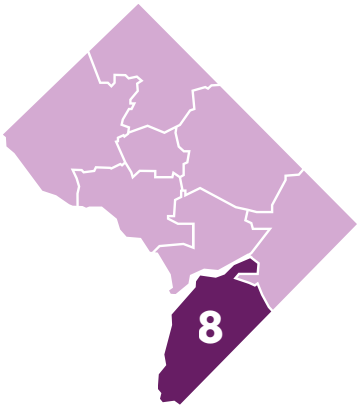


COLLABORATIVE IMPACT





Martha's Table has been a vital partner since ***October of 2025***, opening its Ward 8 headquarters to Changing Perceptions every Wednesday to bring reentry resources directly into the community where the majority of our participants live. Through our weekly Community Impact Office Hours, we conducted program orientations, job training, participant intakes, solution-focused social work, case management, navigation assistance, Flex Fund distributions, and community celebrations — all in a trusted, accessible neighborhood space.



This partnership reduced barriers to participation, strengthened consistency of care, and allowed participants to receive comprehensive support close to home. By meeting people where they are, Martha's Table helped ensure our services were available, reachable, and reinforced dignity, stability, and community connection throughout the reentry journey.

69	12	10	75
community members served	received job training for three weeks	received food and clothing	attended the School Supply giveaway

TOP DONORS

THESE ARE UNAUDITED FINANCIALS

OFFICIAL AUDIT ENGAGEMENT STARTS JUNE 2026

$600,000*	DC Office of Victim Services and Justice Grants
$50,000	Diane and Norman Bernstein Foundation
$50,000	William S. Abell Foundation
$50,000	Arnold Ventures
$40,000	England Family Foundation
$30,000	Morris and Gwendolyn Cafritz Foundation
$30,000	Phillip Graham Fund
$30,000	Frueauff Foundation
$20,000	Mutryn Charity
$15,000	Martha's Table Community Impact Fund

$915,000 Total donated funds

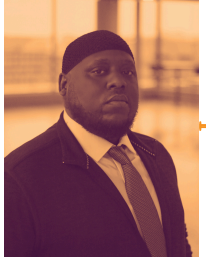
*Government funding supports the 10/1/25–9/30/26 contract period.

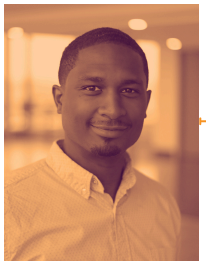
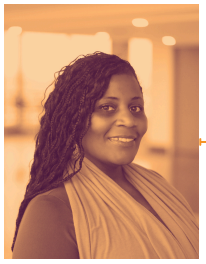
CHANGING PERCEPTIONS

CHANGE A MIND, CHANGE A LIFE

If you'd like to contribute, scan the QR Code to go to our donation page.

THE TEAM






BOARD OF DIRECTORS

Ana Harvey, Board Chair
Talib Shakir, Secretary
Thomas Penny, Director
Monte Pollard, Director

STAFF

Monte Pollard, Executive Director
Johnathaan Pannell, Chief Administrative Officer
Charles Elliott, LICSW, LCSW-C, Director of Social Work
Tia Watkins, Administrative Coordinator
Charity Keys, Intake Specialist
Curtis Patterson, Outreach Specialist
Khianna Palmer, Reentry Case Manager
Krystal Long, Reentry Case Manager
Guy Redford, Peer Navigator
Latasha Moore, Peer Navigator
Gene Downing, Peer Navigator
Michael Plummer, Peer Navigator
James Carpenter, Peer Navigator
Alexis Green, Peer Navigator
Terika Ayres, HR Business Partner

CONSULTANTS

MJ Consulting, Grant Development
Hilltop Consultants, Professional Services
Danielle Faust, Graphic Designer of Annual Impact Report

YOUR DONATION MATTERS!

YOUR INVESTMENT CHANGES LIVES

Every individual who secures housing, gains meaningful employment, heals from trauma, and remains justice-system–free does so because partners like you chose to invest in their future. Your generosity powers holistic reentry services that restore dignity, strengthen families, and create safer, healthier communities across the Washington metropolitan area.

All contributions are processed through **Neon One,** our secure donor engagement and financial management platform, ensuring transparency, accountability, and immediate tax documentation. Supporters may give using credit or debit cards, donor-advised funds, or ACH transfers.

To donate, scan the QR code, visit
www.changingdcperceptions.org, or use our direct giving link:
https://changingdcperceptions.app.neoncrm.com/forms/donate.



NEON CRM

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CHANGE A MIND, CHANGE A LIFE

200 Massachusetts Avenue NW
Floor 8
Washington, DC 20001

(202) 240-2670
info@changingdcperceptions.org
changingdcperceptions.org