

FY2017 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

Mission

The mission of the Office of the Deputy Mayor for Greater Economic Opportunity (DMGEO) is to facilitate investment and job creation in underserved District of Columbia communities in order to improve economic opportunities for residents in those communities.

Summary of Services

FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In September 2017, The U.S. Department of Labor, Employment and Training Administration (ETA) removed the District's designation as a high risk grantee. The designation, which the District first received in 2012, came with sanctions and requirements, such as the submission of a corrective action plan and monthly progress reports. The removal of the designation reflects the vast improvements that have been made at the DC Department of Employment Services under DMGEO's leadership. Contributing to the removal is the improved process of unemployment benefits, payment are paid 91 percent of cases, compared to the federal standard of 90 percent. In March 2016, DMGEO created a "corrective action plan" team executing 36 strategies and a fiscal analysis tool to address the problems that the federal department had identified.	High Risk Removal: DMGEO created a "corrective action plan" team executing 36 strategies and a fiscal analysis tool to address the problems that the federal department had identified.	Removal of the Department of Labor's High Risk means the District will not face sanctions and service delivery is improving for DC's workforce training programs. Moreover, the change means DC will no longer be under increased federal oversight and at risk of suffering a slowdown in workforce grants that it receives each year. This also includes improved training opportunities and programs for unemployed residents.
In October 2017, DMGEO confirmed a partnership with the transportation conglomerate, Uber to build the Uber Greenlight Hub at East River Park. The partnership establishes good paying jobs for Washingtonians, contracts for local small businesses, and easier access to supports for our residents who drive with Uber. Over the next year, Uber plans to invest millions of dollars in this new location and supporting functions. The renovations and build-out of the 8,200 square-foot facility are expected to be complete by late spring 2018 with activated community space.		Uber in Ward 7 is an anchor project at East River Park. Uber's DC Greenlight Hub will result in the creation of 25 full-time jobs, millions of dollars in investment into the 8,200 square-foot Ward 7 location, and access to support services for thousands of regional Uber partners. Uber is accepting bids exclusively from DC-based Small Business Enterprises for the general contract.
In September of 2017, DMGEO confirmed a Letter of Intent with Starbucks in the Anacostia neighborhood, the first stand-alone Starbucks East of the River (EOTR). Starbucks will be one of the ground floor retailers at Maple View Flats, a Department of Housing and Community Development Project at 2228 Martin Luther King, Jr. Avenue, SE. The company has been a steady employer of Washingtonians, hiring residents from all eight wards for jobs that offer benefits and managerial tracks. The company made job offers to people ages 16 to 24 in September during the DC 100k Opportunities Fair as part of a national initiative		Starbucks in Anacostia is an anchor project in Ward 8, the coffee franchise will be the anchor ground floor retailers of a new \$50 million mix-used development. Maple View Flats is a new affordable housing development in Ward 8, bringing jobs and business to a long-vacant parcel in the heart of

to hire 1 million young people who are out of work and out of school. We are continuing to work with Starbucks to ensure a smooth transition and build out in 2018.

historic Anacostia.

2017 Strategic Objectives

Objective Number	Strategic Objective
1	Provide strategic direction and oversight to DOES, WIC, DSLBD, OAAA and CFMB in an effort to strengthen the District's workforce system, support small and local businesses and facilitate community development in overlooked and underserved communities.
2	Actively participate in community revitalization efforts that promote interim usage of vacant and blighted properties in overlooked and underserved communities
3	Train, Retain and Grow Small Businesses in Overlooked and Underserved Communities
4	Create and maintain a highly efficient, transparent and responsive District government.**

2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
1 - Provide strategic direction and oversight to DOES, WIC, DSLBD, OAAA and CFMB in an effort to strengthen the District's workforce system, support small and local businesses and facilitate community development in overlooked and underserved communities. (1 Measure)									
Percent of agency performance initiatives implemented timely and within budget	Annually	80	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80	Met	
2 - Actively participate in community revitalization efforts that promote interim usage of vacant and blighted properties in overlooked and underserved communities (1 Measure)									
Number of vacant and blighted projects implemented	Quarterly	2	1	0	0	0	1	Unmet	In FY 2017, Mayor Bowser and CA Young decided to move forward with the abatement team to identify vacant and blighted properties through L.E.A.P. (Learn, Earn, Advance and Prosper Academy). DMGEO in partnership with DMPED, and DHCD are currently working to strategize and plan solutions interim use projects for implementation in FY18. The initial meeting was hosted in Q1 2018.
3 - Train, Retain and Grow Small Businesses in Overlooked and Underserved Communities (2 Measures)									
Percent community	Annually	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available		DMGEO did not administer a resident satisfaction survey and instead

satisfaction with the DMGEO office										administered a survey attempting to assess the priorities of the communities.
# of businesses participating in Project 500	Quarterly	250	260	342	360	447	447	Met		

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
No measures found						

2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
DEPUTY MAYOR FOR GREATER ECONOMIC OPPORT (2 Strategic initiatives)				
Train EOTR businesses through Project 500	Project500 will increase the number of small resident owned businesses EOTR, expanding the capacity of current small businesses and training new businesses.	Complete	Project 500, a partnership with Georgetown University which provides technical assistance, access to capital, and back office support to existing and new businesses in overlooked and underserved communities has enrolled over 447 businesses as of November 2017, adding over 197 businesses since March 2016.	
Vacant to Vibrant Implementation	DMGEO in partnership with DMPED and key government agencies and stakeholders actively convenes a working group focused on identification and disposition of vacant and blighted properties.	0-24%	In FY 2017, Mayor Bowser and CA Young decided to move forward with the abatement team to identify vacant and blighted properties through L.E.A.P. (Learn, Earn, Advance and Prosper Academy). DMGEO in partnership with DMPED, and DHCD are currently working to strategize and plan solutions interim use projects for implementation in FY18. The initial meeting was hosted in Q1 2018.	In FY 2017, Mayor Bowser and CA Young decided to move forward with the abatement team to identify vacant and blighted properties through L.E.A.P. (Learn, Earn, Advance and Prosper Academy). DMGEO in partnership with DMPED, and DHCD are currently working to strategize and plan solutions interim use projects for implementation in FY18. The initial meeting was hosted in Q1 2018.

Deputy Mayor for Greater Economic Opportunity FY2017

Agency Deputy Mayor for Greater Economic Opportunity

Agency Code EMO

Fiscal Year 2017

Mission The mission of the Office of the Deputy Mayor for Greater Economic Opportunity (DMGEO) is to facilitate investment and job creation in underserved District of Columbia communities in order to improve economic opportunities for residents in those communities.

2017 Strategic Objectives

Objective Number	Strategic Objective
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2017 Key Performance Indicators

Measure	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
1 - Provide strategic direction and oversight to DOES, WIC, DSLBD, OAAA and CFMB in an effort to strengthen the District's workforce system, support small and local businesses and facilitate community development in overlooked and underserved communities. (1 Measure)									
Percent of agency performance initiatives implemented timely and within budget	✓	Annually		Not available	Not available	Not Available	Not Available	New Measure	80
2 - Actively participate in community revitalization efforts that promote interim usage of vacant and blighted properties in overlooked and underserved communities (1 Measure)									
Number of vacant and blighted projects implemented	<input type="checkbox"/>	Quarterly		Not available	Not available	Not Available	Not Available	0	2
3 - Train, Retain and Grow Small Businesses in Overlooked and Underserved Communities (2 Measures)									
Percent community satisfaction with the DMGEO office	✓	Annually		Not available	Not available	Not Available	Not Available	New Measure	50%
# of businesses participating in Project 500	<input type="checkbox"/>	Quarterly		Not available	Not available	Not Available	Not Available	262	250

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2017 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Provide strategic direction and oversight to DOES, WIC, DSLBD, OAAA and CFMB in an effort to strengthen the District's workforce system, support small and local businesses and facilitate community development in overlooked and underserved communities. (1 Activity)			
DEPUTY MAYOR FOR GREATER ECONOMIC OPPORT	Agency Management		Key Project
2 - Actively participate in community revitalization efforts that promote interim usage of vacant and blighted properties in overlooked and underserved communities (1 Activity)			
DEPUTY MAYOR FOR GREATER ECONOMIC OPPORT	Agency Management	Coordinate internal vacant to vibrant working group focused on identification of properties, enforcement, acquisition and disposition of property	Key Project
3 - Train, Retain and Grow Small Businesses in Overlooked and Underserved Communities (1 Activity)			
DEPUTY MAYOR FOR GREATER ECONOMIC OPPORT	Community Engagement	Stakeholder and community engagement	Key Project
4 - Create and maintain a highly efficient, transparent and responsive District government.** (1 Activity)			
DEPUTY MAYOR FOR GREATER ECONOMIC OPPORT	Transparency		Daily Service

2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
No measures found						

2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
DEPUTY MAYOR FOR GREATER ECONOMIC OPPORT (2 Strategic initiatives)		
Train EOTR businesses through Project 500	Project500 will increase the number of small resident owned businesses EOTR, expanding the capacity of current small businesses and training new businesses.	09-30-2018
Vacant to Vibrant Implementation	DMGEO in partnership with DMPED and key government agencies and stakeholders actively convenes a working group focused on identification and disposition of vacant and blighted properties.	09-30-2017

2016

MAYOR'S WORKING GROUP ON JOBS, WAGES, AND BENEFITS FINAL REPORT



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TRANSMITTAL LETTER

January 18, 2017

To: The Honorable Mayor Muriel Bowser
The Honorable Phil Mendelson, Chairman, Council of the District of Columbia

On behalf of the Mayor's Working Group on Jobs, Wages, and Benefits, it is our honor to have represented you and the residents of the District of Columbia in developing this report of recommendations.

Per Mayor's Order 2016-083, our mission was to:

Make recommendations to the Mayor of the District of Columbia and the Council of the District of Columbia regarding legislative, programmatic, and policy ways to improve the District's economic competitiveness in the region, attract and retain businesses and employees in the District of Columbia, protect and promote commercial diversity, promote the creation and retention of well-paying jobs, and create pathways to the middle class for District residents.

In tackling this task, the Working Group was committed to an inclusive and open process. As such, we solicited a variety of opinions, including those from the labor community, business community, and experts from various academic backgrounds and all walks of life. We heard from more than 40 witnesses during the Working Group's tenure. Moreover, each of the Group's ten meetings was open to the public and the press, and we held two public comment meetings to hear from the community. During its work, the Group gathered, received, and reviewed significant quantities of information, all of which is available for review at: <http://dmgeo.dc.gov/page/working-group-jobs-wages-and-benefits>.

Intentionally, the Group's membership represents a wide-array of professional backgrounds. Some members represented business concerns, while others advocated policies to help employees. Others lent an economic perspective to our deliberations, and some commented on current political realities. Also, each of us brought life experiences that helped to inform the recommendations contained in this report. Despite divergent backgrounds, the Group reached a consensus: there is no single solution to boosting our economy, to remaining competitive with our neighboring states, to creating jobs, or to protecting workers. A robust economy requires a balanced approach.

The foundational question we encountered repeatedly was what is the right balance? What is the tipping point at which workers will decamp for better conditions or wages in neighboring jurisdictions? When will the regulatory and legislative burdens borne by business push them to scale back, move away, or shutter their doors?

There is no easy or singular answer. But, we hope the report that follows helps to answer that fundamental question.

Courtney Snowden
Deputy Mayor for Greater Economic
Opportunity

Rob Hawkins
Deputy Chief of Staff and Special
Counsel



WORKING GROUP AND STAFF

The Working Group was established in May 2016 by Mayor's Order 2016-083. Courtney Snowden, Deputy Mayor for Greater Economic Opportunity, was appointed as the Group's chair, and Rob Hawkins¹, Deputy Chief of Staff and Special Counsel to Mayor Muriel Bowser, was designated Vice-chair. The Working Group consisted of 15 members; Mayor Muriel Bowser appointed 12 members and Council Chairman Phil Mendelson appointed three members. Working Group members represented DC Government, the business community, labor unions, worker advocate organizations, and the general public.

Members:

Courtney Snowden, Chair

Deputy Mayor for Greater Economic Opportunity

Rob Hawkins, Co-chair

Deputy Chief of Staff and Special Counsel to Mayor Muriel Bowser

Stephen C. Taylor

Commissioner, Department of Insurance, Securities and Banking

Richard "Chip" Davis, Ph.D

President, Sibley Memorial Hospital / Member, Johns Hopkins Medicine

Miles Gray

Founder, Smith Commons / Smith Public Trust

Kim Horn

President, Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc.

Gerry Widdicombe

Director of Economic Development at the DowntownDC BID

Joanna Blotner

Campaign Manager, DC Paid Family and Medical Leave, Jew United for Justice

Jaime Contreras

Vice President, 32BJ Service Employees International Union (SEIU)

Dyana Forester

Community and Political Lead Representative for Local 400 of UFCW

Dannia Hakki

Co-Founder and Principal at MoKi Media

Steve Nash, NHA

President and CEO, Stoddard Baptist Home Foundation

Dayvie J. Paschall

DesignBuild Diversity Manager for DBE & EEO, Skanska USA

Andrew Washington

Labor Unions and Worker Advocate Organizations

Victoria Leonard

Laborers' International Union of North America and founding board member of DC Working Families

1 Mr. Hawkins has since left to join the law firm of Nelson Mullins Riley & Scarborough



Staff:

Faith P. Leach

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Applied Research Analyst, Office of the City Administrator

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Applied Research Analyst, Office of the City Administrator

Jonathan Raymond

Intern, Deputy Mayor for Greater Economic Opportunity

The Mayor's Working Group on Jobs, Wages, and Benefits was staffed by team members from the Office of the City Administrator and the Office of the Deputy Mayor for Greater Economic Opportunity. Each team member was integral to the success of the Working Group. The staff's hard work, preparation for meetings, and responsiveness did not go unnoticed by Working Group members, and all involved in staffing the Working Group deserve a resounding "thank you."



EXECUTIVE SUMMARY

Overview

With a booming economy and growing population, it is natural for a progressive government to leverage an uptick in revenue to protect workers and benefit working families. Policies adopted here in recent years have demonstrated clearly the extent to which the residents of the District of Columbia desire to live in a community that is welcoming and supportive of all people. David Cooper¹, a Senior Economic Analyst with the Economic Policy Institute, testified to the Working Group that, “DC, like San Francisco and New York City, should be at the vanguard of setting labor standards to improve job quality.” That being said, if the District is to remain economically competitive vis-a-vis neighboring jurisdictions in Maryland and Virginia; if it is to sustain a growing economy with which to finance future policy decisions; policy makers must be mindful to create an economic, legislative, and regulatory environment that is welcoming of the businesses that drive our economy and create our jobs. Balance, in this regard, is critical.

Wisely, District leaders have prudently adopted policies mindful that economies swing down just as they swing up. To guard against a declining economy or financial disaster, the Council passed a 2010 law directing budget surplus to the Fiscal Stabilization Reserve; a “rainy day” fund available for unforeseen circumstances. This fund is viewed favorably by bond rating agencies. Likewise, the Council adopted a set of “tax triggers,” a schedule of tax cuts that would automatically go into effect as revenue climbs (as long as revenue projections show an increase over the previous year).

The collective perspective of the Working Group is to promote competitiveness in the region, attract and retain businesses and employees in the District of Columbia, protect and promote commercial diversity, promote the creation and retention of well-paying jobs, and create pathways to the middle class for District residents; policy-makers are obliged to make decisions that benefit everyone and every business.

¹ David Cooper joined the Economic Policy Institute in 2011. Mr. Cooper conducts national and state-level research, with a focus on the minimum wage, employment and unemployment, poverty, and wage and income trends.

Current State of the District's Economy

The District of Columbia's economy is doing well, with key economic indicators – labor markets and personal income, housing, commercial office space, and the hospitality industry – all trending positively. The number of employed DC residents is also an economic bright spot, as is our continued population growth. The District's population grew by more than 67,000 residents from 2010 to 2015, increasing in population by 11.1% and adding approximately 13,400 residents a year.

Despite these positive trends, many business owners and economists testified before the Working Group that the District's current prosperity is not perpetual. A review of key data points depicts a robust economy that is somewhat vulnerable and perhaps showing cracks in its foundation. Future federal government employment, on which our economy relies significantly, continues to be unknown with a change in presidential administrations; there is a large mismatch between the qualifications of the District's workforce and available jobs; office space vacancy rates are ticking up²; our corporate tax rates are higher than neighboring jurisdictions; private sector employment is slowing; and the economy is less diversified than competing counties in Maryland and Virginia.

Policy and Programmatic Changes Considered

The Working Group heard from a number of witnesses, each presenting options for improving the District's economic competitiveness and promoting policies that attract and retain employers and employees. Not all of the policies and programmatic changes presented to the Working Group received unanimous approval, but they were considered, examined, and debated thoroughly from all perspectives. The list below presents the options that were considered; additional information on each is included in the report.

- Paid Family Leave / Paid Parental Leave
- Fair scheduling policies
- Equal pay regulations
- Retirement benefits
- Targeted job training and job placement for returning
- Childcare tax credits
- Apprenticeship programs
- Cost sharing for subsidized employment programs
- Expanding the Earned Income Tax Credit (EITC)
- Support human capital development
- Increase financial support for small businesses
- Improve regulation and receptivity
- Formation of an ongoing Social Responsibility Working Group
- Creation of a Business Policies Advisory Group
- S corporation tax structure
- Simplifying the process to become a CBE

² During testimony to the Working Group, Fitzroy Lee, Deputy Chief Financial Officer and Chief Economist noted that DC's commercial office vacancy rate rose slightly to 10.8% (including sublet), up from 10.4% a year earlier, but still remains well below the metropolitan area average of 14%. Mr. Lee was appointed to his position in 2009, and prior to his appointment served as Director of Revenue Estimation.



CURRENT STATE OF THE DISTRICT'S ECONOMY

Regional Comparisons

As a large metropolitan area, surrounded by outlying suburbs in Maryland and Virginia, any discussion of the District's economy would be incomplete without an analysis of the economy here relative to its neighbors. Joseph Henchman³, Vice President for State Projects at the Tax Foundation, highlighted this for Working Group members as it relates to taxes in DC, Maryland, and Virginia. Mr. Henchman presented the findings from three reports - State-Local Tax Burdens, the State Business Tax Climate Index, and Location Matters - to the Working Group. Mr. Henchman testified that while DC has a strong economy, based on the three abovementioned reports the District fares worse than neighboring jurisdictions on tax policies related to percent of income paid in state and local tax, overall tax structure, and other measures of competitiveness.

While the District has the inherent advantage of being a highly populated metropolitan area, an economy buoyed by a relatively stable government sector and an increasing population, many business owners and economists testified that the District's current prosperity is not perpetual and could be undermined by further efforts to offer protections and supports for workers. Without offsetting those protections with policies aimed at supporting job creators, the District could become less competitive vis-a-vis neighboring jurisdictions.

For instance, Professor Harry Holzer⁴, Georgetown University, testified that the cumulative effect of policies by District law-makers would result in employers hiring fewer unskilled workers (a segment of the population that includes returning citizens and the District's most difficult to employ), reduce overall hiring, or encourage employers to relocate to jurisdictions that are less burdensome. The District must remain cognizant of any downturn in the hiring of unskilled workers because the District already faces a mismatch between resident education levels and employment opportunities, i.e. there are as many as 60,000 residents who do not have a high school diploma while 60% of jobs require a bachelor's degree or more.

Although the members of the Group disagreed as to the point at which the cumulative effect will damage the District's economy, members discussed the "tipping point," and agreed the threat is legitimate and should be heeded. A review of key data points depicts a robust economy that is somewhat vulnerable and perhaps showing cracks in its foundation. Federal government employment, on which our economy relies significantly, has been turbulent and continues to be unknown with a change in presidential administration; the District's workforce comprises a relatively high rate of unskilled workers and yet, according to the testimony of Odie Donald⁵, Executive Director of the Workforce Investment Council,

3 Mr. Henchman analyzes state tax trends, constitutional issues, and tax law development. He holds a law degree from George Washington University and bachelor's degree in Political Science with a minor in Public Policy from the University of California, Berkley.

4 Professor Holzer joined the McCourt School of Public Policy at Georgetown University in the Fall of 2000. Mr. Holzer served as Associate Dean from 2004-2006 and was Acting Dean in the Fall of 2006. Professor Holzer's research has focused primarily on the law-wage labor market.

5 Mr. Donald was appointed as the Executive Director of the Workforce Investment Council (WIC) in January 2016. Prior to joining the WIC, Mr. Donald was the WIOA Services Director for the Georgia Department of Economic Development's Workforce Division (WFD).



76% of all jobs in DC will require some postsecondary education or training in the next four years; office space vacancy rates are ticking up; our corporate tax rates are higher than our regional competitors; private sector employment is slowing; and the economy is less diversified than those in neighboring jurisdictions.

So, how does the District compare?

- The number of jobs in the District has grown 21% since 2000, while the region has seen a 23% increase during that same time span.
- The resident unemployment rate in the District is 6.0% (as of November 2016). This is as compared with 4.0% unemployment in the region and 4.9% nationally. Unemployment is driven primarily by higher rates in Ward 5, Ward 7, and Ward 8.
 - While higher than the national average, the District's rate has decreased 1.3 percentage points since January 2015. In fact, since January 2015, the unemployment rate in Ward 7 decreased by 1.9 percentage points; likewise, the unemployment rate in Ward 8 dropped by 2.8 percentage points during that same time.
- While the GDP has been growing since 2012, the District's economy grew by only 1.4% in the last quarter of 2015 quarter, lagging behind the national average of 1.9% and Maryland's growth of 2.4%.
- As compared with policies in surrounding Maryland and Virginia, DC has higher taxes and more comprehensive worker protections.
- In the District, since January 2015, the total number of jobs rose by 29,800 with 75% (22,300) of those jobs coming from the private sector.
 - Similarly, since January 2015, the total number of employed residents increased by 13,400 and the total number of unemployed residents decreased by 4,500.

	DC	Maryland	Virginia
Minimum Wage:	\$11.50 Going up to \$15 in 2020	\$8.75	\$7.25
Business Taxes:	9% effective 1/1/2017	8.25%	6%
Sales Tax:	5.75%, plus: 10% on restaurant and take-out food, alcohol, telephone calling cards; 18% on commercial parking 14.5% on hotel rooms	6%, plus: 9% on alcohol	5.3% (6% in Northern Virginia), plus: 5% hotel tax
GDP Growth - last quarter of 2015:	1.4% growth	2.4% growth	1.2% growth
Unemployment:	6.2%	State: 4.2% Prince George's County: 4.4% Silver Spring - Rockville - Frederick: 3.4%	State: 4.1% Prince William County: 3.8% Fairfax County: 3.4%



Economic Outlook and Concerns

As the Working Group met and discussed potential policy and programmatic changes, the District's economic outlook weighed greatly on the members and informed the discussion. Below is brief summary of the District's economic outlook:

- **Private sector diversification.** Private sector employment growth is slowing in key sectors. The growth in July 2016 for these key sectors – business and professional services, health, food services, and organizations – was less than half what it was a year prior and DC's rate of growth is now significantly lower than the U.S. as a whole and neighboring jurisdictions.
- **Limited tax base.** A limited tax base presents problems specific to the District and requires policy and budget decision makers to be attentive to economic vulnerabilities unique to our economy.
- **National economy.** A generally favorable national economic environment with steady, moderate GDP growth is expected by the Congressional Budget Office and many economists. However, it has been seven years since the end of the Great Recession, and about a quarter of a panel of 50 economists who contribute to the Blue Chip Indicators expect a new recession in the next two years⁶.
- **Federal government.** The federal government has been a stabilizing influence for DC's economy and is adding jobs but not at the same rate as in the recent past. The federal deficit remains a concern and sequestration cuts are scheduled again for FY 2018 unless other measures are adopted⁷.
- **Population.** In the short run, population growth seems set to continue and boost the tax base. However, the longer term influences of job growth, the quality of public services (especially schools and transportation), and affordable housing opportunities remain to be seen⁸.
- **Stock market.** The stock market is an important component of DC's tax base and is dependent on the uncertainties of national and international capital markets and unexpected events⁹.
- **Office market.** The strength of this sector to continue to add to DC's tax base depends on its ability to obtain tenants and remain profitable, and is an area of concern for the District at this time¹⁰.

6 Current Trends and Outlook presentation, Office of the Chief Financial Officer, September 14, 2016.

7 Ibid.

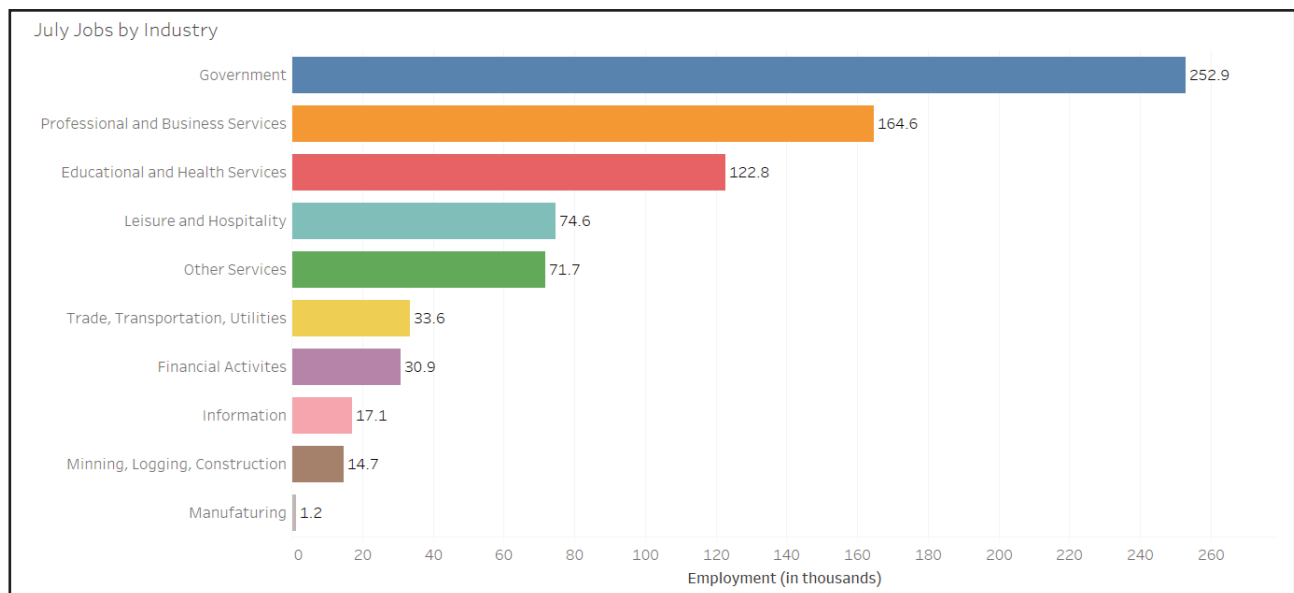
8 Id.

9 Id.

10 Id.

The District's Workforce

More than 775,500 people work in the District as of November 2015, with 530,000 employed in the private sector and 235,400 employed in federal and local government¹¹. Professional and business services, educational and health services, and leisure and hospitality are also vital industries to the District's economy.



The District's workforce is unique in that many workers do not actually reside in the District; approximately 72% of the District's workforce lives outside the District – primarily in Maryland and Virginia. It is not only Maryland and Virginia residents that commute for employment: although 66% of DC residents work in the District, the remaining 34% find employment in neighboring jurisdictions¹².

Another key characteristic of the District's employment opportunities is that they tend to be targeted at those who are highly educated. Sixty percent of jobs advertised between January and October 2015 required a bachelor's degree or above and economists project that 76% of all jobs will require some postsecondary education or training in the next four years¹³. There are between 49,000 and 60,000 DC residents with only a high school diploma – further complicating the labor market by creating a mismatch between available jobs and available labor. This will only become more pronounced as the share of District jobs requiring higher education is anticipated to grow over the coming years.

Unlike other jurisdictions with significant commuter populations, DC is prohibited from collecting a commuter tax on those who come to the District for work, but live elsewhere. This population pays income taxes directly to the jurisdiction where they live, and DC is unable to tax income or wages, except by taxing employers directly. The inability to collect property taxes on the large federal government presence and the District's substantial non-profit and not-for-profit sector limit DC's revenue base.

¹¹ The DC Workforce System presentation. Workforce Investment Council, September 14, 2016.

¹² Ibid.

¹³ Ibid.



Small Businesses Drive Wealth, but Need to be Protected

Small businesses are pushing the District’s economy forward; nearly 90% of District businesses employ 19 or fewer employees. And small businesses accounted for 64% of the District’s job growth between 2015 and 2016. Given our reliance on small business to create jobs, it is critical to be cautious when considering the adoption of policies that may unequally burden their operations, as compared to larger businesses that may be better equipped to handle changes to the business climate, i.e. taxes, worker protections, etc.

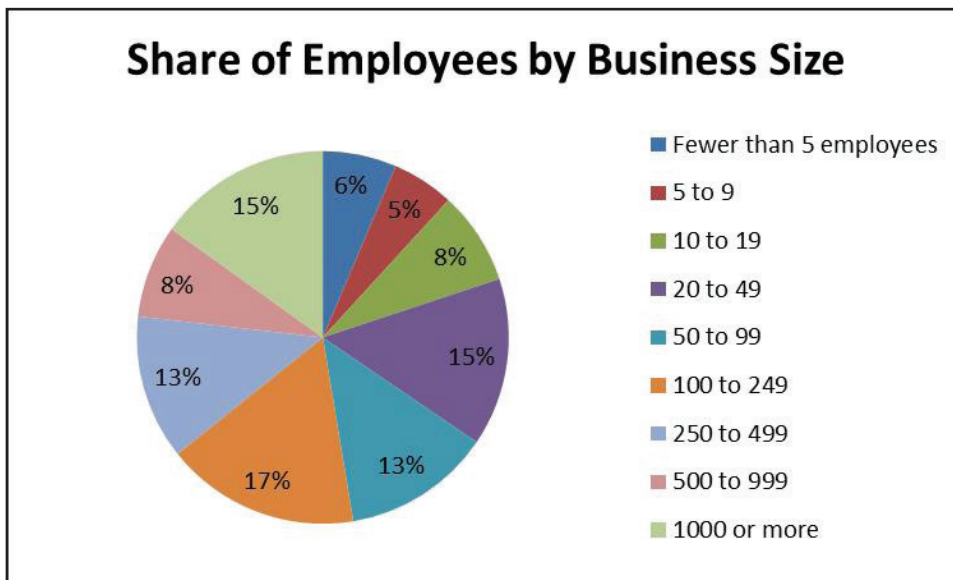


Chart “Share of Employees by Business Size” shows the percent of District employees working in businesses from fewer than five employees to more than 1000 employees. More than 50% of District employees work in businesses that employ more than 100 people.

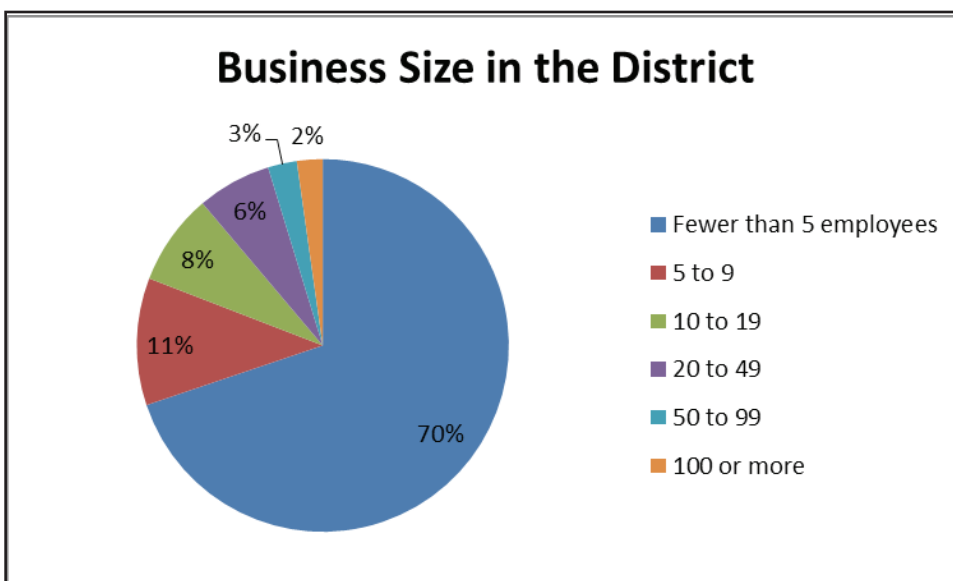


Chart “Business Size in the District” shows the percent of District businesses with employees numbering from fewer than five employees to more than 100 employees. Approximately 70% of District businesses are so small that they employ fewer than five employees.

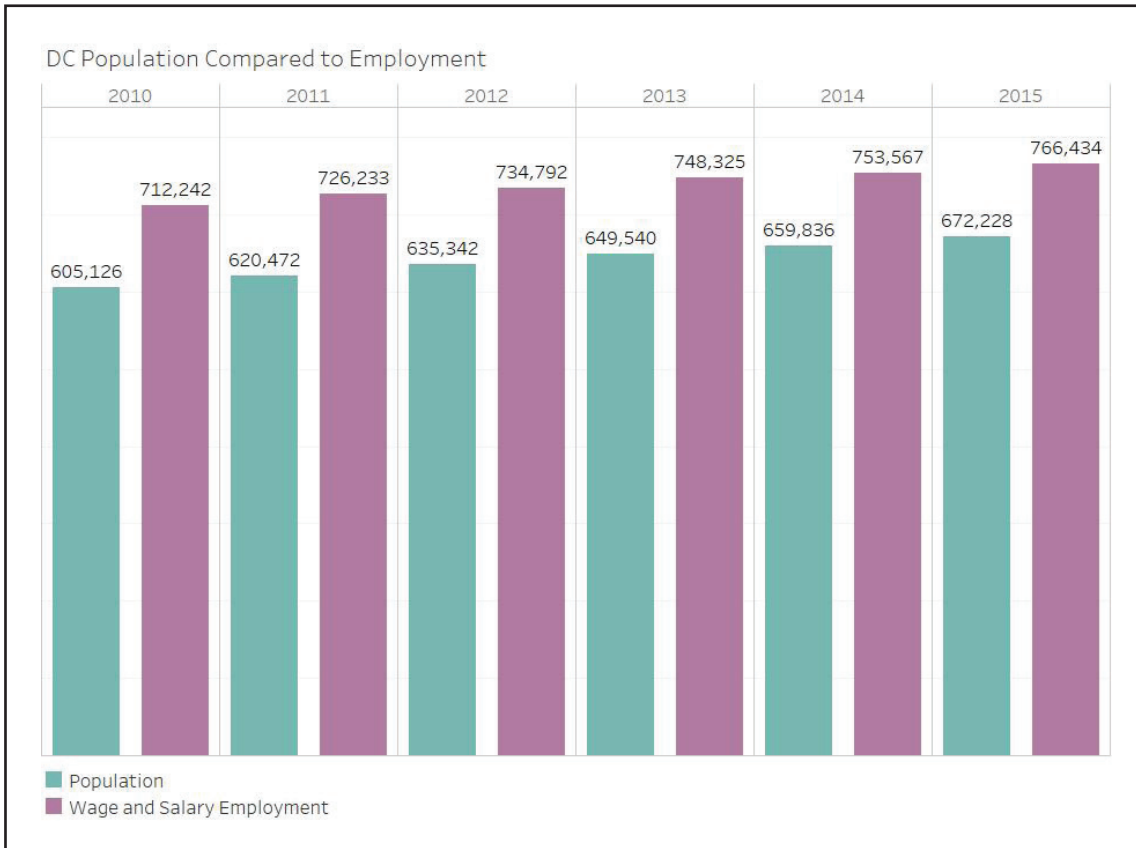
The District, however, sees more ‘churn’ with new businesses than the national average¹⁴. A report from the District’s Office of Revenue Analysis, Office of the Chief Financial Officer, reviewed business openings and closures from 2014, and noted that the first year survival rate (counting from 2014 backwards) is 76% in the District compared to 79% in the U.S. Forty eight percent of today’s new firms would still be standing in the District after their first five years of operation while the comparable metric for the US is 58%.

While small businesses can be a vehicle for building wealth and creating jobs within the District, the turnover rate is higher than the national average. As the Working Group considered its recommendations, protecting small businesses and expanding opportunities for growth was a clear concern.

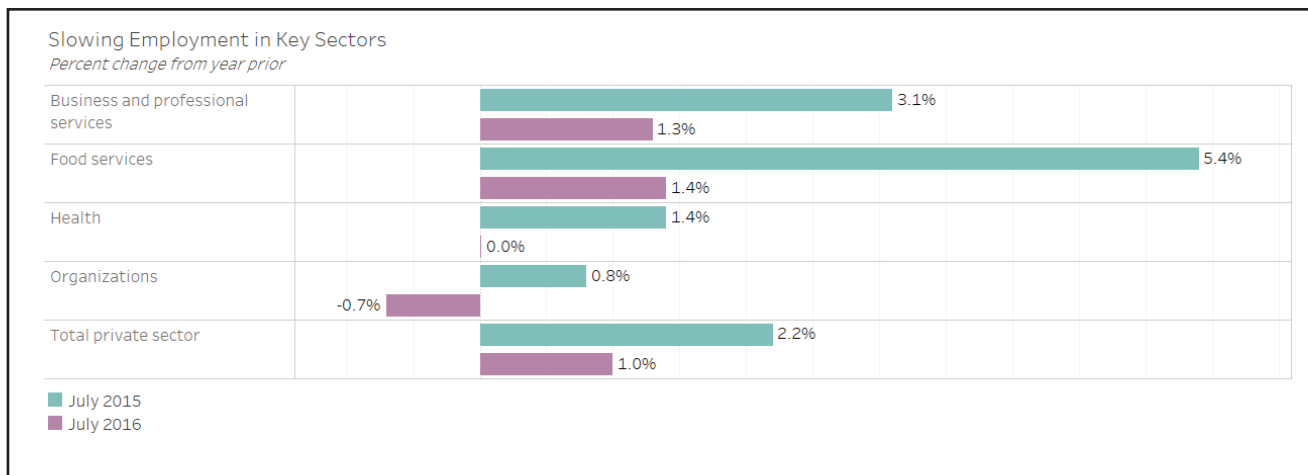
District Population is Growing but Employment Growth is Slowing

The District’s population has been growing for a decade and is now a main driver of the economy. From 2010 to 2015, the District’s population increased by 67,102, or 11.1%, while employment increased by only 54,192, or 7.6%. As the District’s population is rapidly increasing, employment opportunities are not increasing at the same rate, signaling a potential increased mismatch between workers and employment opportunities, according to a presentation given by Fitzroy Lee, Deputy Chief Financial Officer and Chief Economist, Office of the Chief Financial Officer.

¹⁴ Churn is the number of jobs lost each year, as compared with the number of jobs that are created. If the churn is close to 100%, that means that for each job created by a business opening, another was lost to a closure. Less than 100% means that more jobs are being created, and more than 100% means that more jobs are being lost.



Private sector growth is slowing overall, particularly in a few key sectors. The percent change in growth in July 2016 for these key sectors was less than half what it was a year prior and DC's rate of growth is now significantly lower than the U.S. as a whole and as compared to neighboring jurisdictions. Slower growth in these key sectors and future economic uncertainty should serve as caution flags for policy makers as they consider benefits, policies, and legislation that impact the District's business climate.



LEGISLATIVE AND POLICY BACKGROUND

There have been a number of legislative and policy proposals introduced in Council over the past few years that have benefited DC workers. Some of these proposals have advanced, such as raising the minimum wage to \$15 an hour, while others are still being considered.

Below is a review of the recent policy changes^{15 16}.

Passed Bills:

- **Fair Shot Minimum Wage Amendment Act of 2016:** introduced by Mayor Bowser and Chairman Mendelson, the legislation increases the minimum wage to \$15.00 an hour starting in 2020. The bill also increases the minimum wage during each successive year, starting in 2021, in proportion to the increase in the Consumer Price Index. Additionally, the legislation increases the minimum wage for employees who receive gratuities to \$5.00 an hour by 2020. The bill covers private sector District workers and District government workers, including those residing in Maryland and Virginia, but will not cover federal government workers or District residents working outside the District.
- **Fair Criminal Record Screening Act of 2014:** in 2016, DC joined more than 60 other jurisdictions nationwide in implementing a law that prohibits employers from making inquiries into an applicant's arrests, criminal convictions, or accusations during the initial phases of the hiring process. The law, passed unanimously by the Council, covers all private sector District employers with 11 or more employees, as well as District government workers. Federal government workers are not covered under this law. Additionally, the Office of Human Rights is granted the authority to issue fines to violating employers and grant complainants monetary awards.
- **Earned Sick and Safe Leave Act of 2013:** effective February 22, 2014, DC requires employers to provide paid leave to employees for their own or family members' illnesses or medical appointments, and for absences associated with domestic violence or sexual abuse. Accrual of paid leave is determined by the type of business, the number of employees an employer has, and the number of hours an employee works. For large employers (100 or more employees), up to seven days of leave are earned; for medium sized employees (25-99 employees), up to five days of leave are earned; for small employers (fewer than 25), up to three days are earned. Accrued paid sick leave must carry over from year to year, although employers don't have to pay for unused sick leave upon termination upon employment separation. The law covers private sector District workers, including those residing in Maryland and Virginia, but will not cover federal government workers, District government workers, or District residents working outside the District.

¹⁵ Legislation summaries are from the Council of the District of Columbia's LIMS site, aside from the summary of Paid Family Leave and Earned Sick and Safe Leave Act. Paid Family Leave legislation has considerably changed from the summary provided on the Council website. Earned Sick and Safe Leave Act did not have a summary on LIMS.

¹⁶ The list of legislation does not include a comprehensive list of the many bills that were introduced to Council effecting employers.



- **Prohibition of Pre-Employment Marijuana Testing Act of 2015:** legislation prohibits any employers – including District government and private sector employers – from testing job applicants for marijuana until a conditional offer has been accepted, unless prior testing is required by law. It also requires the Mayor to: (1) conduct a public information campaign that focuses on the impact of marijuana use and abuse; (2) report to the Council regarding substance abuse education in District schools, inclusive of marijuana use education; and (3) evaluate the effectiveness of the district’s treatment programs in relation to the use and abuse of marijuana. The legislation does not apply to federal government workers.
- **Tax Triggers:** As part of the 2014 budget, the DC Council passed a schedule of tax cuts that automatically take effect if District revenue is anticipated to exceed previous year’s levels. This includes a reduction in business franchise taxes from the 9.975% rate of 2014 to 9% rate, which will take effect January 2017. If revenues continue to grow, business taxes could drop as low as 8.25% by 2019. In addition, middle income taxpayers (\$40,000-\$50,000) saw their tax rate drop from 8.5% to 6.5%, and those earning up to \$1 Million had a tax rate drop from 8.95% to 8.75%. Additional cuts, including raising the standard deductions, increasing the estate tax threshold and expanding the EITC, will continue to be phased in if the Office of the Chief Financial Officer certifies that District revenues are projected to keep growing.
- **Universal Paid Leave Act of 2015:** The latest introduced version of this legislation taxes employers 0.62% of payroll to develop a District run benefit program that covers a portion of a worker’s salary if they need to take leave to care for themselves, a new child, or a family member. Leave would be provided at two weeks to care for oneself, six weeks to care for a family member, and 8 weeks to care for a new child. Employees would receive a benefit equaling 90% of their salary, up to 150% of the minimum wage, and then 50% of wages, up to a weekly maximum of \$1,000. Legislation would cover private sector District workers, including those residing in Maryland and Virginia. Legislation would not cover federal government workers, District government workers, or District residents working outside the District. This Act passed a second vote from the Council on December 20, 2016, and remains in the legislative process.

Under Consideration:

- **Fair Criminal Record Screening for Housing Act of 2016:** legislation prohibits a housing provider from making an inquiry about or requiring an applicant to disclose an arrest or criminal accusation which is not pending or did not result in a conviction prior to making a conditional offer of housing. It provides exceptions to this prohibition including: where it is required by federal law or where there are three or less rental units and one is occupied by the owner. It establishes penalties for violations and authorizes enforcement powers to the Office of Human Rights.
 - Introduced April 19, 2016
- **Fair Wage Amendment Act of 2016:** legislation prohibits an employer from screening prospective employees based on wage history and prohibits an employer from seeking the wage history of the prospective employee. Exceptions are if the employer has made an offer of employment with compensation and seeks such information for the sole purpose of confirming information about the prospective employee’s wage history and the prospective employee has provided written authorization.
 - Introduced September 20, 2016



Tabled for future review:

- **Hours and Scheduling Stability Act of 2015:** legislation requires retail and food service employers, upon hiring, to provide each employee with a good faith estimate of the number of hours and the days and times the employee is expected to work. The employer is required to give each employee their work schedule in writing at least 21 days in advance and post the work schedule. The employee is not required to work any hours not on the work schedule but must consent in writing to work additional hours. It provides for compensation for changes shifts of employees, unless the change was made at the request of the employee. It requires equal treatment of employees regarding hours worked in areas such as hourly wage, eligibility to accrue certain benefits and promotion opportunities. Among other things it establishes procedures for offering work hours to existing employees.
 - Introduced December 1, 2015. Tabled September 20, 2016.

District-wide Economic Strategy

Concurrent with the Working Group’s deliberations, the Office of the Deputy Mayor for Planning and Economic Development (DMPED) has been preparing an updated, District-wide Economic Strategy. Although that effort is larger in scope than the mission of this Working Group, the District-wide economic strategy is instructive and has helped to frame our discussions and recommendations. Particularly helpful to the Working Group is the DMPED analysis of economic trends in the District.

Workforce skills and capabilities	Diversification of the DC’s Economic Base	Regional Economic Cooperation
<ul style="list-style-type: none"> • DC has the highest concentrations of college graduates in the country. In addition, DC universities grant a proportionally high percentage (over 40%) of degrees in science and engineering. However, as jobs in DC increasingly require skills, there still needs to be non-college degree pathways. 	<ul style="list-style-type: none"> • The District’s private sector economy is diversifying, even as federal spending in the region has plateaued and remains uncertain in the future. 	<ul style="list-style-type: none"> • There are opportunities for DC and its neighboring jurisdictions (states and localities) to go to market in certain sectors as one, unified market.



Quality of life as a driver of growth

- DC has benefitted from people looking to live, work, and play in an urban environment. However, this desirability imposes challenges as well - namely affordability for families and low and fixed income residents.

Technology and innovation growth

- DC has a burgeoning technology industry and is home to many technology start-ups. Technology is also increasingly a critical part of all of DC's major sectors.

Importance of equity and inclusion

- DC has high levels of income inequality compared to other states and cities. This disparity is seen geographically, with areas east of the Anacostia not benefitting proportionately from the economy's growth.

POLICY AND PROGRAMMATIC CHANGES CONSIDERED

The Mayor's Working Group on Jobs, Wages, and Benefits considered policy and programmatic changes to improve opportunities for workers, residents, and businesses in DC. For the purposes of this report, policy and programmatic recommendations that did not explicitly focus on "jobs, wages, and benefits" were excluded. The recommendations that follow start with those which received unanimous support from the Working Group.

BENEFIT/POLICY: Reduce and streamline regulations and licensing for starting and operating businesses in the District.

Summary: In order to ensure a strong economy and a healthy business community, the District should review the regulations and requirements on new and existing businesses to ensure that they are consistent, clear, and easy for businesses to comply with. Considerations could include areas with excessive certification requirements, improving technological capacity so that businesses can fulfill requirements online, and mismatched deadlines requiring multiple in-person visits to DC offices to pay fees.

Since 2014, many new changes have been implemented, including:

- Implementing the ProjectDox permit plan application submission system to ensure information about the permit process, including fees and fines, were documented on one site. This electronic plan submission and review process allows for concurrent plan reviews and electronic plan retention.
- Streamlining the business licensing process to allow customers to apply, renew and pay for all licenses online.
- Launching CompeteDC, a four-part program led by the Department of Small and Local Business Development (DSLBD) designed to help Certified Business Enterprises (CBEs) in the real estate and construction industries take advantage of the District's local procurement power, including a bonding course. Additionally, a new website, cbeconnect.dc.gov, helps CBEs better navigate the local government procurement process.

Beneficiaries: DC Businesses

Recommendation: The Working Group strongly supports a review of the processes to apply for and operate a business in the District, simplifying when possible, and reducing the burden on businesses. A full review of the recommendations made in the Business Regulatory Reform Task Force Report from June 2014 provides a list of potential recommendations for the Department of Consumer and Regulatory Affairs, the Department of Small and Local Business Development, and others to consider implementing to make DC a more business friendly climate.

Suggestions include:

- Creating flow charts to map the process for obtaining business and licensing permits;
- Launching an “Ambassador” program to help guide business owners and aspiring entrepreneurs with particularly complex permitting and licensing needs through the process;
- Establishing an advisory group to monitor and track proposed regulatory reforms and to identify their potential impact on businesses;
- Using best-practices research to conduct a review of the optimal number of business classifications to be used by DCRA;
- Using multiple communication strategies among DCRA, sister review agencies and permitting customers to ensure that applicants understand and are prepared to complete the permitting process;
- Improving the efficiency and effectiveness of the major reviewing agencies on construction projects – DCRA, the District Department of Transportation, the District Department of the Environment, the Office of Planning, and DC Water, along with the utilities – by examining their processes and implementing changes that will reduce permit review time while maintaining review quality; and
- Conducting a thorough review of agency regulations; preparing a list of all current regulations; evaluating current regulations for effectiveness; updating existing regulations to reflect current needs while noting the need for any legislative changes; reviewing administrative interpretations; and reviewing all applications and documents associated with the regulations to ensure their consistency with the regulations.

BENEFIT/POLICY: Simplify Process to Become a CBE

Summary: A Certified Business Enterprise (CBE) is a business that is headquartered in the District of Columbia and has been certified by the Department of Small and Local Business Development (DSLBD). Businesses with CBE certification receive preferred procurement and contracting opportunities. The District directs spending to these DC-based businesses that support and contribute to job creation and the District's tax base, which in turn results in a much stronger local economy.

In January 2015, Mayor Bower promised the small business enterprise (SBE) community that the District would better utilize its procurement power to better connect small businesses to government opportunities. In FY16, the SBE spending goal was \$317 million, the District government spent more than \$600 million with SBEs, more than double the goal, and more than any previous Administration to date.

To better connect SBEs with local dollars, Mayor Bowser released the inaugural SBE Opportunity Guide (Green Book), which included an agency-by-agency overview of SBE spending availability and launched a website (CBEconnect.dc.gov) that provides an online platform for SBEs to search for opportunities. Further, she conducted a top-to-bottom, data-driven analysis of past practices and set realistic, but bold, SBE goals for FY16. Importantly, for the first time, she made procurement opportunities more transparent and easier to access, and she identified millions of dollars in procurement opportunities for which SBEs did not exist that could provide the services or goods.

But there is still more that can be done to strengthen the SBE process. First, shorten the 90 day certification process from DSLBD so small businesses can be connected to local dollars faster. Also, increase the benefits of being a SBE so that SBEs are better able to capitalize on their SBE designation.

Beneficiaries: District Businesses

Recommendation: The Working Group strongly supported taking steps to simplify the process to become a CBE. The group noted that this work should include outreach to businesses about the process of becoming a CBE; easing bureaucracy and burdens; and developing strategies to keep businesses as CBEs once certified (if they continue to meet the requirements).



BENEFIT/POLICY: Childcare Tax Credits

Summary: Childcare tax credits would provide a credit to families with children under a certain age to offset childcare expenses throughout the year. One proposal considered would provide a \$3,000 tax credit to parents, for each child under the age of five, up to a maximum of three children in a given year. Benefits and policies to offset childcare costs were recommended by a number of Working Group members; childcare tax credits were put forth specifically as policy with unanimous support because such a benefit encourages parents to work.

Beneficiaries: District residents with children.

Recommendation: The Group supports legislation on childcare tax credits, but did not endorse specific legislation.

Supporters of this policy noted that childcare in DC is more expensive than anywhere else in the country and families struggle to both pay for childcare and keep working; a tax credit would make it more feasible for both parents to keep working. Tax credits are highly customizable and can be designed to assist families with children under a certain age or families that earn a certain amount of income. Additionally, tax credits can easily be limited to District residents only, ensuring that benefits are reaching their intended target. As compared to other benefit programs, the administrative cost of tax credits is comparatively low, as limited new bureaucracy is necessary.

Other members of the Group noted that a tax credit program would be expensive - costing approximately \$120M annually - and raise concerns among members of the business community. To cover the costs, either a tax would have to be introduced to pay for it, or other programs would have to be cut. Additionally, a member of the Working Group pointed out that the reason child care is so expensive in the District is the layering effect: increased regulation and legislation on businesses makes it more expensive for childcare providers, which in turn raises the costs for parents. Increasing taxes on childcare providers would only continue to drive costs up for parents, mitigating the impact of a tax credit.

Finally, there was some concern that a tax credit, which only comes at the end of the year, after money has already been spent, would solely benefit middle class and wealthy families and would not support the most vulnerable citizens. Suggestions were made to invest in subsidized childcare and vouchers.

BENEFIT/POLICY: Increase Financial Support for Small Businesses

Summary: By increasing the financial supports available for small businesses, the District can help them thrive in the DC economy. Some suggestions include: investing in providing subsidized capital – directly or indirectly – to small business owners; creating a microloan or Demonstration Fund to unlock capital; developing a City based early stage venture capital fund; ensuring city dollars subsidize equitable participation of resident owned businesses; reducing fees and processing times to make it easier to open additional locations of already viable businesses. The Bowser Administration is hyper-focused on supporting small businesses, especially those from disenfranchised communities. Along this vein, Mayor Bowser launched Project 500 and Aspire to Entrepreneurship.

- **Project 500:** In May 2016, Mayor Muriel Bowser, the Office of the Deputy Mayor for Greater Economic Opportunity (DMGEO), and American University's Innovation in the Capitol Center (the Center) partnered to create Project 500 – a free program to support small businesses in the District of Columbia. Project 500 will support five hundred disadvantaged small businesses in the District grow in revenue and size over the next three years. Since May, DMGEO and the Center have recruited 200+ small businesses to receive free and customized hands on training, capacity building, mentoring and networking in an effort to advance the economic success of their businesses and their communities. The first Project 500 cohort recently completed the first round of curriculum (September 2016-December 2016) and participated in Venture DC – a day long initiative that offered informational panels on access to capital, business resources, and a business pitch competition.
- **Aspire to Entrepreneurship:** DMGEO and the Department of Small and Local Business Development (DSLBD) announced the Aspire to Entrepreneurship Pilot Program to support justice-involved DC residents who have an interest in appropriate entrepreneurship. DSLBD supports aspiring and existing entrepreneurs into the creation and retention of local businesses. The justice-involved population in the District faces unique barriers to entry. The purpose of this partnership is to deliver the Aspire to Entrepreneurship Pilot to up to 25 justice-involved individuals with a conviction for a misdemeanor or felony as an adult. The Pilot is intended to operate for approximately one year, with a training phase and a business phase. DSLBD, in partnership with relevant government agencies and the existing community of support, will follow this path towards programming.

Beneficiaries: DC Businesses

Recommendation: The Working Group was supportive of this idea, but wanted to note that all efforts would need to be coordinated with already existing programs. Suggestions included considering an expansion to the Main Streets or Great Streets programs, and providing funding for use beyond aesthetic improvements. The group was very supportive of efforts to reduce the burdens of dealing with DCRA, reducing costs, and increasing automation. DCRA and DSLBD have started work in this area, and are convening listening sessions with small businesses related to licensing. The Working Group additionally suggested implementing a “Small Business Ombudsman” who could be a direct line for concerns and complaints about the process of establishing a small business.

BENEFIT/POLICY: Cost sharing for subsidized employment programs

Summary: Subsidized employment programs provide jobs to people who cannot find employment in the regular labor market; these programs use public funds. Some programs are designed primarily to provide short-term income support during poor economic times, while others seek to improve long-term employment outcomes among “hard-to-employ” groups. Cost sharing requires employers to pay a portion of the worker’s salary, and this is most effectively done in a slide scale: early in the program the employers do not contribute or pay a very small percentage; by the time the program ends, employers are paying 100% of the wages, and are therefore more invested in the employee. This in turn may lead to longer term job placement for workers and increased investment in employees by participating employers. Recommended cost sharing programs include:

- **Senior Community Service Employment Program (SCSEP):** This program seeks to provide subsidized, part-time, community service work-based training to low-income District residents, 55 years of age and older, with poor employment prospects and income less than 25% over the federal poverty level. Enrollment priority is given to persons over the age of 60, veterans, and qualified spouses of veterans. Program participation is limited to four years. Participants are placed in a wide variety of non-profit and public facilities. SCSEP aims to strengthen the host employer’s responsibility to provide sufficient skills training and professional development that will lead to employment. Additionally, SCSEP staff actively engages and coordinate with employer hosts in the transition of participants into secure permanent unsubsidized employment. SCSEP also works with the business community to identify employers who are interested in hiring qualified, trained mature workers.
- **Alternative Pathways Employment Program (APEP):** This program offers subsidized training to District residents age 50 and older. APEP is designed to provide intensive skill assessments, four-week job readiness, life skills training, and work experience.

Beneficiaries: District residents and businesses participating in subsidized employment programs.

Recommendation: The Working Group did not recommend pursuing cost sharing programs for subsidized employment programs.

BENEFIT: Retirement Benefits

Summary: Proposal considered would require employers who offer retirement benefits to workers to establish them on an 'opt out' basis: every employee, aside from those who opt out, would have the minimum amount deposited into a retirement account. Employees could then be encouraged to add additional funds.

Beneficiaries: DC Workers

Recommendation: The Working Group recommended adopting legislation on retirement benefits.

Helping workers save for retirement could improve DC workplaces, and while there are several policy options, the Working Group converged on the 'opt out' recommendation. Other proposals considered included requiring an employer to provide access to a retirement programs, or a government run retirement program, so that employees could have access to start saving. Additional policies could require employers to match employees' salaries up to a certain percentage for retirement benefits. In considering the various policy proposals, members of the Working Group were concerned about outsized costs to employers of requiring unemployment funds or requiring a match. One area of general agreement was to require employers, with already existing retirement funds, to require employees to opt out of participating rather than opt in, leading to the recommendation above requiring a match, as well as concerns from the business community regarding administrative burdens.

BENEFIT/POLICY: Targeted job training and job placement for returning citizens and those who have the hardest time finding employment

Summary: On-the-Job (OJT) training is a workforce development strategy where employers have an opportunity to train, mentor and hire candidates as they become fully proficient in a particular skillset or job function. Through the OJT model, candidates receive the hands-on training necessary to increase their skills, knowledge and capacity to perform the designated job functions. The OJT strategy ensures unemployed and underemployed jobseekers have a chance to enter and reenter the workforce through an “earn and learn” model. This streamlined approach developed between select employers and the Department of Employment Services (DOES) allows employers to be reimbursed at an established wage rate in exchange for the training provided to participating OJT candidates. Returning citizens face a number of challenges as they work to successfully reenter society, to include barriers to employment, housing, and educational and training opportunities. Targeted on-the-job training and job placement programs can assist in easing that burden by offering access to training and employment opportunities specifically for individuals working to reenter society following incarceration. Suggestions included: pre-release work experience programs, strengthened equal employment opportunity laws, and certificates of rehabilitation. Additional programs could be targeted to other populations who have a hard time finding employment, including long term TANF recipients, those unemployed for longer than a year, and others.

Beneficiaries: Returning citizens; the District’s most difficult to employ.

Recommendation: The Group recommended expanding these programs, and developing new ones to reach this target population.

The Working Group was unanimously supportive of programs that would help train and find jobs for those who have had a disproportionately hard time finding employment. Members of the group noted that employment is only one component of successful reentry, and successful programs must offer a wraparound set of services. For any job training or placement program to function as desired, a comprehensive set of services must be provided, such as access to affordable housing, mental health services, etc.

Recommended programs include:

- **Project Empowerment:** This program provides supportive services, adult basic education, job coaching, employability, life skills and limited vocational training, and job search assistance to District of Columbia residents living in areas with high unemployment and/or poverty levels. Project empowerment seeks to help alleviate widespread joblessness among the District’s hard-to-serve population with multiple employment barriers and successfully move them into the workforce. Participants attend an intensive, three-week training course and upon completion have the opportunity to be placed in subsidized employment for up to six months. In addition to job readiness training and job search assistance, Project Empowerment provides supportive services such as adult basic education, job coaching and occupational skills training. The goal of Project Empowerment is for participants to secure permanent, unsubsidized employment.



- **Learn Earn Advance Prosper (LEAP):** LEAP links unemployed residents with employment, education and training opportunities. LEAP's earn-and-learn approach applies the apprenticeship model to skill development, allowing individuals to earn a wage while participating in an on-the-job training experience and concurrently participating in related technical instruction. This framework allows individuals to earn wages and accumulate work experience. Businesses gain talented, well developed and ready-to-work employees; reimbursement of on-the-job-training investment; assistance with applying for tax credits; ongoing professional development resources; and, an opportunity to motivate and guide DC residents into rewarding career paths.



BENEFIT/POLICY: Apprenticeship Programs

Summary: Apprenticeship programs combine on-the-job training with classroom instruction, teaching workers the practical and theoretical aspects of highly skilled occupations. Apprenticeship programs may be sponsored by employers, labor groups, or employer associations. Expanding and further leveraging apprenticeship programs could help the District employ more young adults, providing valuable job experience and job readiness training to those in need. The value of apprenticeship programs were noted by multiple Working Group members; additionally, Aparna Mathur¹⁷, American Enterprise Institute, recommended exploring the expansion of the District’s current apprenticeship programs for out-of-school youth and adults to include those enrolled in high school and/or college.

Beneficiaries: District youth and residents seeking training in a skill

Recommendation: The Group recommended expanding opportunities for apprenticeships in the District.

The Working Group members were supportive of expanding apprenticeship programs, but wanted to ensure the following considerations were noted: Apprenticeship programs do not offer access to jobs in all sectors of the economy and may provide incentives to employers to not hire full-time, full wage and benefit earning employees but rather apprentices. Special consideration in contracts should be given to those companies that graduate apprentices and hire them for full time work. Additionally, suggestions were made to promote multi employee apprentice programs, giving workers a breadth of employers and experience, which might increase their chances of getting hired after the program ends.

¹⁷ Ms. Mathur is a resident scholar in economic policy studies at the American Enterprise Institute. Ms. Mathur’s research focuses on income inequality and mobility, tax policy, labor markets and small businesses. She has been an adjunct professor at Georgetown University’s School Of Public Policy and has taught economics at the University of Maryland.

BENEFIT/POLICY: DC Social Investment Act

Summary: The proposed legislation would authorize the creation of a fund and infrastructure to support the investment in social business enterprises - businesses that are focused on hiring and assisting the hardest to employ residents with developing the skills and abilities to gain permanent employment. The fund would provide grants to businesses whose mission is to provide goods and services, while employing a majority of its workforce with individuals who have significant barriers to employment. The Act would also provide contracts to one or more organizations to provide technical assistance to for profit and not-for-profit organizations to establish and fund a social enterprise business.

Beneficiary: DC Residents and Businesses

Recommendation: The Group supports legislation that would benefit social business enterprises, but did not endorse this specific legislation. Legislation of this kind would provide additional support to residents who have a hard time finding permanent employment and reward businesses for investing in these individuals' futures.



BENEFIT: Equal Pay Regulations

Summary: This proposal, discussed by the Working Group, would prohibit employers from asking workers for salary history during the hiring and interview process. Although gender discrimination in pay is federally prohibited, violations are difficult to prove and expensive to litigate. Questions about salary history, unlike discrimination generally, are common and unambiguous to spot. As with DC’s successful “Ban the Box” legislation forbidding employers from asking about past criminal records until a conditional offer is made, the Office of Human Rights could enforce such a statute, typically through simple mediations. Candidates who were asked the question could file a simple form complaint, and would not need an attorney or protracted litigation to prevail.

Beneficiaries: DC Workers

Recommendation: The Group recommends taking action to address the wage gap.

At a general level, Washington, DC is the United States leader in pay equity. Women typically make 89.5 cents for every dollar that male counterparts make. However, Washington, DC lags in specific categories. At for-profit firms, women make 76% of the average wages that are paid to men. At non-profit firms, the comparable number is 77%. DC wage parity is therefore driven by government employees. In the government sector, the pay gap is 16%. There are many factors that contribute to pay disparities, including women choosing, or being steered into, less lucrative majors and specialties, and lower wage jobs; family roles, in which women choose to take time off to care for family; and women being less likely to negotiate starting salaries and raises.

While many employers use salary history to determine how much an applicant should earn and whether the employer can afford his/her salary, this practice substantially disadvantages women, as pay inequities build upon prior pay inequities. To the extent that women choose to enter lower-paying professions initially, then later want to enter higher-paying fields, they are disadvantaged if employers only match or offer a little more than the current salary.

There was unanimous support for advancing equal pay, but concerns were raised about the effect of policy changes on the business community, and whether such an entrenched problem could be solved with this legislation. Suggestions were made to consider options to strengthen candidates negotiating skills, rather than limit the employer’s rights during the hiring process, in particular investing more funding in the Mayor’s Office on Women’s Policy and Initiatives (MOWPI) which provides training for women to evaluate, negotiate, and articulate their worth confidently in the job market. Additionally, members suggested adding ‘credit history’ to the protected class which cannot be used to discriminate in hiring.

BENEFIT/POLICY: Formation of an ongoing Working Group to study “Jobs, Wages, and Benefits”

Summary: Form an ongoing group made up of government, labor, and business groups to continue to study and review the impact of policies on businesses, workers, and the competitiveness of DC. This group would be charged with reviewing any new policies that would impact DC’s business community and workforce, making recommendations for programs and investments to consider, and publish an annual report on the state of “Jobs, Wages, and Benefits” in the District.

Beneficiaries: DC Residents

Recommendation: The Working Group was supportive of this idea, but noted that: this proposed group would require funding and a budget; would need to be balanced between the business community and the labor community; and could tackle any number of issues related to operating and living within the District.



BENEFIT/POLICY: Expanding the Earned Income Tax Credit (EITC)

Summary: The Earned Income Tax Credit (EITC) is a benefit for working people with low to moderate income. To qualify, individuals must meet certain requirements and file a tax return, even if they do not owe any tax or are not required to file. EITC reduces the amount of tax an individual owes and may provide for a refund, and its benefits include: helping working families make ends meet; keep families working (the credit encourages more hours of work); and, providing a lasting, positive affect on low-income children, e.g. those who receive funds tend to do better in school.

Beneficiaries: Low- to moderate-income employed District residents, particularly those with children.

Recommendations: While the Working Group supported the idea of expanding the EITC in theory, there was acknowledgment that the District has a limited budget, which cannot be perpetually stretched. In light of the other recommendations and limited resources, this one was not highly recommended.

**BENEFIT: Expand DC Government Work Opportunities for DC Residents**

Summary: This set of recommendations would work to ensure that the DC government is the employer of choice for DC residents and that DC residents are recruited to work in DC government, rather than those who live outside the District. Suggestions include establishing a Human Resources Recruiting Unit in high schools in DC's underserved areas to recruit into full time positions; implementing marketing and recruitment tactics for DC residents; and reducing the use of contractors in favor of DC residents as full time hires.

Beneficiaries: DC Residents

Recommendations: The Working Group supported this recommendation. While DC already has a preferential points system for hiring DC residents, this proposal would bring more energy to ensuring that DC government positions are filled by DC taxpaying residents.

BENEFIT: Paid Family Leave / Paid Parental Leave

Summary: Develop a program for workers in DC to apply for benefits if they need to take leave for the purposes of bonding with a new child; caring for a sick family member; or caring for their own illness.

Beneficiaries: DC Workers

Recommendation: The Group did not reach a consensus on adopting a paid leave proposal.

Although Working Group members all agreed that a paid family leave program is a worthy goal, consensus was not reached on the details of such a program, nor how it should be funded.

The Group focused its discussion of paid leave on a variety of proposals that were previously pending before the DC Council, including the iteration that passed on December 20, 2016. Those in support of the proposal felt strongly that a paid family leave program would strengthen the District's safety net for the working population, members of which otherwise face financial challenges if confronted by an unexpected personal or familial sickness that takes them away from work. Working Group members in support of the Council legislation believe that the legislation would reduce employee turnover, increase employee loyalty, and ultimately reduce costs for employers despite a new 0.62% payroll tax levied on employers. These members of the Working Group discounted concerns from the business community that the new tax would be overly burdensome and that it might push employers to relocate their businesses.

Other Group members opposed the Council's proposal for the following reasons. The majority of the benefit, approximately 2/3 of the benefit dollars, will go to those who work in the District but do not live here, yet 100% of the tax will be borne by DC-based businesses. Additionally, the Council's bill imposes one of the largest tax increases - to the tune of \$250 million per year - in DC history, while also withholding benefits to working families until 2020. Group members opposed to the Council's bill also note that creating a huge new bureaucracy to administer the program - the Office of the Chief Financial Officer estimates a startup cost of at least \$40 million for the technology to administer the program, an annual administrative cost of \$15-20 million, and 113 additional full time employees - is imprudent. Another concern with the Council's bill for Group members is that the benefit proposed would be unprecedented in its scope: a 90% wage replacement rate for those taking paid leave would be the most generous in the country. Employees who already receive paid leave through an employer-offered program could "double-dip," potentially earning 190% of their salary for not working. Group members also argued that creating a new tax to fund such an expensive program is unwise given needed and costly improvements to the Metro system, a shortage of affordable housing, and threats to defund the federal Affordable Care Act.

BENEFIT: Scheduling policies

Summary: Legislation as introduced in Council in December 2015 requires that retail and food service employers provide each employee with a good faith estimate of the hours, days, and times the employee is expected to work. Employers are required to give each employee their work schedule in writing at least 21 days in advance and post the work schedule. The employee is not required to work any hours not on the work schedule but must consent in writing to work additional hours. The legislation provides for compensation for shift changes of employees, unless the change was made at the request of the employee. It requires equal treatment of employees regarding hours worked in areas such as hourly wage, eligibility to accrue certain benefits and promotion opportunities.

Beneficiaries: DC Workers

Recommendation: The Group did not reach a consensus on adopting scheduling legislation.

Several states and local jurisdictions – San Francisco and Seattle – have scheduling legislation, which provides more financial security, primarily for lower wage workers, who tend to be subject to the whims of last minutes changes to schedules. By requiring businesses to provide schedules in advance and protecting worker wages from last minute cancelations, hourly workers are given more stability and consistency in their wage expectations. Supporters of this legislation noted the difficulties of supporting a family with an unknown work schedule and unknown hours. In addition, the hazards of being called into work at the last minute can cause transportation and child care challenges, costing the worker more than their wages for the day. Supporters noted that the proposal would be limited in scope – to only retail workers with multiple locations in the District.

Members of the Working Group were concerned that this proposal would add another layer of business regulation that makes DC an even harder place to do business, leading businesses (and jobs) to leave for surrounding areas. Many on the Working Group were concerned about legislating for such a small sector of the economy. Some alternatives were suggested, that rather than regulating business practices, would provide an incentive for those ‘good actors’ that do provide advanced notice of scheduling. Suggestions included developing a grant program or business supports for those businesses that follow best practices with scheduling; additionally, members recommended providing funding for scheduling software for those businesses that sign a pledge to follow best practices. Additionally, expanding DC’s earn and learn programs, and ensuring that training programs either provide flexibility, or are paid, so that there are more job opportunities, were mentioned as potential remedies.



BENEFIT/POLICY: Consider recognizing S corporation tax structure

Summary: The District does not currently recognize S corporations. S corporations do not pay any federal income taxes; rather the corporation’s income or losses are divided among and passed onto shareholders. Shareholders must then report the income or loss on their own individual income tax returns. Daniel A. Turner¹⁸, President, TCG recommended recognizing S corporations to the Working Group.

Beneficiaries: District Businesses

Recommendation: The Working Group determined that this policy should be further explored and if it is determined that the tax implications are neutral, the Group would be supportive.

¹⁸ Daniel Turner founded TCG in 1994, Under Mr. Turner’s leadership, the company is recognized by customers and employees as a Federal IT consulting industry leader, with a culture focused on delivering smart solutions for programs of national importance. Mr. Turner is a graduate of Rutgers University.

BENEFIT/POLICY: Support Human Capital Development

Summary: Human Capital Development is the process of investing in individuals/employees/ teams to cultivate and enhance their skills and abilities in order stimulate the quality and quantity of their work, increase their ability to secure employment, or create an entrepreneurial opportunity thus creating a measurable impact on the economy. The outputs for human capital development are increased by higher wages and job promotion, employment, and mobility to entrepreneurship. The inputs for human capital development can be in the form of education, training, etc.; to be effective it must meet the skill-demand needs of the economy.

Specifically, supporting human capital development will allow the District to leverage local talent and leadership and support small businesses. Supporting human capital development may manifest as one or more of the following policies: competitions and challenges to identify new talent from underserved communities; District Government procurement policies that aim to outsource services, such as data and records management, to local small business; or creating a voucher program for small business training and development. Overall policies would support the creation of quality jobs, i.e. jobs that offer employees a living wage, basic benefits, and career building opportunities.

Beneficiaries: District Residents and Small Businesses

Recommendation: The Working Group was supportive of this idea, in conjunction with a deeper review of the job training and development funding that DC currently allocates, and the impact of that funding.

EXPERT TESTIMONY AND PRESENTATIONS

The Mayor's Working Group on Jobs, Wages, and Benefits received numerous presentations from economists and relevant speakers. The experts and their presentation topics are listed below. All of the presentations given to the Working Group are available on the Group's website: <http://dmgeo.dc.gov/page/working-group-jobs-wages-and-benefits>.

- Fitzroy Lee, Deputy Chief Financial Officer and Chief Economist, Office of the Chief Financial Officer (OCFO)
 - Current Trends and Outlook
- Odie Donald, Executive Director, Workforce Investment Council (WIC)
 - The DC Workforce System
- Joseph Henchman, Vice President of Legal & State Projects, Tax Foundation
- Harry J. Holzer, Professor of Public Policy, McCourt School of Public Policy, Georgetown University
 - Protecting Workers and Jobs in the Washington DC Labor Market
- David Cooper, Senior Economic Analyst, Deputy Director of EARN, Economic Policy Institute
 - Evaluating Current and Proposed Labor Standards in DC
- Daniel Turner, President, TCG, Inc.
- Aparna Mathur, Resident Scholar, Economic Policy, American Enterprise Institute
 - DC Jobs, Wages and Benefits
- Melissa L. Bradley, American University, Director of the AU Center for Innovation in the Capital and Executive in Residence at the Kogod School of Business
 - Project 500
- Andrew Trueblood, Chief of Staff, Deputy Mayor of Planning and Economic Development
 - DC Economic Snapshot
- Daphne Hunt, Human Services Committee at California State Assembly
 - Paid Family Leave in California
- Ruth Milkman, co-author of Unfinished Business: Paid Family Leave in California and the Future of U.S. Work-Family Policy
- Stephen Rose, Affiliated scholar in the Income and Benefits Policy Center, Urban Institute
 - Education for What: The Rising Demand for Skill and the Decline of Manual Labor
- Ilyse Schuman, The Workplace Institute
- Anthony A. Williams, Former Mayor; Chief Executive Officer and Executive Director, Federal City Council

LIST OF PUBLIC TESTIMONY

The Mayor's Working Group on Jobs, Wages, and Benefits received testimony from policy experts, business professionals, and individual citizens during its two public comment meetings.

The individuals who testified before the Working Group are listed below by public hearing date. If the individual represented an organization and submitted that organization's name to the Working Group, the organization is listed next to the individual's name. All of the individuals who testified submitted written testimony. All written testimony delivered to the Working Group is available on the Group's website: <http://dmgeo.dc.gov/page/working-group-jobs-wages-and-benefits>.

Structured Public Comment: November 9, 2016:

- David Madland, PhD, Senior Fellow, Center for American Progress Action Fund
- Julia Judish, Special Counsel, Pillsbury Winthrop Shaw Pittman LLP, representing the American Society of Association Executives
- James C. Dinegar, President and CEO, Greater Washington Board of Trade
- Kevin Clinton, Federal City Council
- Kathy E. Hollinger, Restaurant Association Metropolitan Washington
- Dr. John C Cavanaugh, President and CEO, Consortium of Universities of the Washington Metropolitan Area (delivered by Sally Kram, Esq.)
- Arianne Bennett, Amsterdam Falafelshop
- Saied Azali, Owner, Perry's, Mintwood Place, Convivial

Open Public Comment Meeting: November 19, 2016

- Rebecca Barson
- Lindsay A. Videnieks
- Laura Calhoun
- Lindsay Dupertuis
- Porter McConnell
- Jourgette Reid-Sillah
- Courtney Lewis
- Marilyn Pratt-Givens
- Aliyah Dash
- Leanne Sedowski
- Jessica Raven
- Carol Joyner, Director, Labor Project for Working Families
- Ilana Boivie, Senior Policy Analyst, DC Fiscal Policy Institute
- Dr. Sanjeev Sriram, MomsRising
- Julie Yoder
- Nikki D'Angelo
- Laura Brown, First Shift Justice Project
- Jeremiah Lowery
- Kristin Garrity Sekerci
- Sharon Rose Goldtzvik, Founder and CEO, Uprise - communications consulting for good guys

WORKING GROUP MEETING SCHEDULE

- Wednesday, September 7, 2016
 - Goals and expectation setting
- Wednesday, September 14, 2016
 - Current state of the DC Economy
- Wednesday, September 28, 2016
 - The competitive position of District businesses, employers, and employees versus those in Maryland Virginia
 - The effect of proposed or existing wage and benefit programs on employers in the District
- Friday, October 14, 2016
 - The effect of proposed or existing wage and benefit programs on employers in the District (continued)
- Wednesday, October 26, 2016
 - All day session covering:
 - The ease or difficulty of doing business in the District of Columbia due to proposed or existing governmental, regulatory, or administrative requirements;
 - Work and family policies; and,
 - Wage and benefit policies.
- Wednesday, November 9, 2016
 - Structured public comment meeting
- Saturday, November 19, 2016
 - Open public comment meeting
- Wednesday, November 30, 2016
 - Deliberative session one
- Wednesday, December 7, 2016
 - Deliberative session two
- Wednesday, December 14, 2016



FINAL VOTE

Pending



MAYOR'S ORDER

Pending (will attach once report is PDF)





MURIEL BOWSER, MAYOR

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mayor.dc.gov

FY17 DMGEO EXPENDITURES

Vendor Name	Service Description	CBE Number	CBE	SBE	Expenditure Amou	Payment Date
AAACE AMERICAN ASSOCIA	Charitable And Social Service Organizations		N	N	\$610	11/7/2016
AAACE AMERICAN ASSOCIA	Charitable And Social Service Organizations		N	N	\$610	11/7/2016
ADOBE	Computer Software Stores		N	N	\$190.22	6/28/2017
ADOBE *ACROPRO SUBS	Computer Software Stores		N	N	\$190.22	5/10/2017
ADOBE *CREATIVE CLOUD	Computer Software Stores		N	N	\$599.88	7/12/2017
AMAZONPRIME MEMBERSHIP	Direct Marketing-Continuity/Subscription Merchants		N	N	\$99	4/21/2017
AMERICAN 00121077558965	American Airlines		N	N	\$388.40	1/5/2017
AMERICAN 00121334321986	American Airlines		N	N	\$328.40	6/13/2017
AMERICAN 00179059156964	American Airlines		N	N	\$156.20	10/26/2016
AMERICAN 001799494935890	American Airlines		N	N	\$278.40	4/7/2017
AMERICAN 00186539672524	American Airlines		N	N	\$277.40	9/12/2017
ARENA STAGE TICKETS	Theatrical Producers (except Motion Pictures)		N	N	\$4,531.25	7/10/2017
ARES HOTELS AND TICKET	Travel Agencies and Tour Operators		N	N	\$221.07	7/17/2017
BALD CYPRESS MEDIA LLC	1414 W STREET SE	LSZR54460122019	Y	Y	\$8,750	8/23/2017
BALD CYPRESS MEDIA LLC	1414 W STREET SE	LSZR54460122019	Y	Y	\$1,250	9/21/2017
BALD CYPRESS MEDIA LLC	1414 W STREET SE	LSZR54460122019	Y	Y	\$24,500	9/29/2017
BALD CYPRESS MEDIA LLC	1414 W STREET SE	LSZR54460122019	Y	Y	\$18,500	9/29/2017
BALD CYPRESS MEDIA LLC	1414 W STREET SE	LSZR54460122019	Y	Y	\$10,000	9/29/2017
CAPITAL SERVICES AND S	Stationery,Office Supplies,Printing/Writing Paper	LSZX21748122016	Y	Y	\$499.99	10/17/2016
CAPITAL SERVICES AND S	Stationery,Office Supplies,Printing/Writing Paper	LSZX21748122016	Y	Y	\$150	11/28/2016
CAPITOL SERVICES MANAGEMENT IN	SUNTRUST BANK	LSZX21748122016	Y	Y	\$20,000	9/29/2017
COLUMBIA HEIGHTS SHAW COLLAB	CITY FIRST BANK	LSZR11323082018	Y	Y	\$97,329.37	2/28/2017
COMCAST	Cable and Other Pay Television		N	N	\$144.69	6/22/2017
COMCAST	Cable and Other Pay Television		N	N	\$228.22	6/22/2017
COMCAST	Cable and Other Pay Television		N	N	\$335.89	8/9/2017
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$256.56	10/14/2016
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$128.28	10/20/2016
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$135.16	11/5/2016
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$128.28	11/20/2016
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$128.28	12/5/2016
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$128.28	12/20/2016
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$128.28	1/5/2017
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$143.53	1/11/2017
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$287.06	3/9/2017
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$287.06	3/9/2017
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$150.41	4/4/2017
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$150.41	4/4/2017
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$143.53	5/9/2017
COMCAST OF WASHINGTON	Cable and Other Pay Television		N	N	\$143.53	5/9/2017
CONGRESSIONAL BLACK CA	Charitable And Social Service Organizations		N	N	\$135	9/11/2017
CONGRESSIONAL BLACK CA	Charitable And Social Service Organizations		N	N	\$135	9/11/2017
CONGRESSIONAL BLACK CA	Charitable And Social Service Organizations		N	N	\$135	9/14/2017
CONGRESSIONAL BLACK CA	Charitable And Social Service Organizations		N	N	\$135	9/14/2017
CORD INC	Educational Services, Not Elsewhere Classified		N	N	\$590	8/14/2017

FY17 DMGEO EXPENDITURES

Vendor Name	Service Description	CBE Number	CBE	SBE	Expenditure Amou	Payment Date
DALE CARNEGIE TRAINING	Educational Services, Not Elsewhere Classified		N	N	\$2,095	8/11/2017
DALE CARNEGIE TRAINING	Educational Services, Not Elsewhere Classified		N	N	\$2,095	8/28/2017
DELL COMPUTER CORP	% PNC BANK		N	N	\$13,282.94	2/28/2017
DELTA 00621857940826	Delta		N	N	\$911.60	8/18/2017
DELTA 00621857940830	Delta		N	N	\$911.60	8/18/2017
DELTA 00623907667261	Delta		N	N	\$173.40	7/19/2017
DELTA 00623907667272	Delta		N	N	\$173.40	7/19/2017
DELTA 00678760653340	Delta		N	N	\$445.60	11/3/2016
DELTA 00678760653351	Delta		N	N	\$445.60	11/3/2016
DESIGNED SERVICES, INC		LSDZR50567082018	Y	Y	\$20,000	9/29/2017
DIANE PABICH	3215 MLK JR AVENUE, SE		N	N	\$566.70	10/5/2016
DIANE PABICH	2235 SHANNON PLACE SE		N	N	\$88.14	4/10/2017
DIANE PABICH	2235 SHANNON PLACE SE		N	N	\$46	6/13/2017
DIANE PABICH	2235 SHANNON PLACE SE		N	N	\$241.50	8/24/2017
DIGI DOCS INC/DOCUMENT MGERS	% BB&T	LSDR69359112018	Y	Y	\$862.79	4/13/2017
DIGI DOCS INC/DOCUMENT MGERS	% BB&T	LSDR69359112018	Y	Y	\$1,322.19	5/12/2017
DIGI DOCS INC/DOCUMENT MGERS	% BB&T	LSDR69359112018	Y	Y	\$1,792.80	5/12/2017
DIGI DOCS INC/DOCUMENT MGERS	% BB&T	LSDR69359112018	Y	Y	\$1,938.47	5/30/2017
DIGI DOCS INC/DOCUMENT MGERS	% BB&T	LSDR69359112018	Y	Y	\$1,535.09	6/9/2017
DIGI DOCS INC/DOCUMENT MGERS	% BB&T	LSDR69359112018	Y	Y	\$1,053.27	6/30/2017
DIGI DOCS INC/DOCUMENT MGERS	% BB&T	LSDR69359112018	Y	Y	\$1,434.24	7/10/2017
DIGI DOCS INC/DOCUMENT MGERS	% BB&T	LSDR69359112018	Y	Y	\$1,075.68	7/25/2017
DIGI DOCS INC/DOCUMENT MGERS	% BB&T	LSDR69359112018	Y	Y	\$1,613.52	8/8/2017
DIGI DOCS INC/DOCUMENT MGERS	% BB&T	LSDR69359112018	Y	Y	\$537.84	9/29/2017
DIGI DOCS INC/DOCUMENT MGERS	% BB&T	LSDR69359112018	Y	Y	\$717.12	9/29/2017
DRAMATIC SOLUTIONS, INC.	C/O PNC BANK	LSD46131012019	Y	Y	\$49,850	9/29/2017
EB ADVANCING RACIAL E	Business Services Not Elsewhere Classified		N	N	\$79.72	11/7/2016
EVENTS DC SPORT AND EN	Business Services Not Elsewhere Classified		N	N	\$4,286.50	8/30/2017
EXPEDIA	Travel Agencies and Tour Operators		N	N	\$8	11/3/2016
EXPEDIA 7295209924117	Travel Agencies and Tour Operators		N	N	\$20	9/12/2017
FAITH LEACH	DEPUTY MAYOR FOR GREATER ECON		N	N	\$241.50	11/15/2016
FAITH LEACH	DEPUTY MAYOR FOR GREATER ECON		N	N	\$645.10	9/29/2017
FONTAINEBLEAU RESORT	Fontainebleau Resort		N	N	\$1,372.04	6/27/2017
GOTHAM URBAN VENTURES	4530 CONNECTICUT AVE, NW #305	LSDR33082032017	Y	Y	\$9,500	1/17/2017
GOTTA GO NOW LLC	PO BOX 4123	LSDZRV93499082018	Y	Y	\$9,525	5/30/2017
GOTTA GO NOW LLC	Durable Goods, Not Elsewhere Classified	LSDZRV93499082018	Y	Y	\$1,052	11/11/2016
GREAT AMERICAN CORP	T/A DUTCHMILL CATERING	LSDZ47717052019	Y	Y	\$556.90	4/10/2017
GREAT AMERICAN CORP	T/A DUTCHMILL CATERING	LSDZ47717052019	Y	Y	\$281.25	5/10/2017
GREAT AMERICAN CORP	T/A DUTCHMILL CATERING	LSDZ47717052019	Y	Y	\$704	5/10/2017
GREAT AMERICAN CORP	T/A DUTCHMILL CATERING	LSDZ47717052019	Y	Y	\$189	5/16/2017
GREAT AMERICAN CORP	T/A DUTCHMILL CATERING	LSDZ47717052019	Y	Y	\$189.85	5/16/2017
GREAT AMERICAN CORP	PNC BANK	LSDZ47717052019	Y	Y	\$494.10	8/4/2017
GREAT AMERICAN CORP	PNC BANK	LSDZ47717052019	Y	Y	\$322.94	8/4/2017
GREAT AMERICAN CORP	PNC BANK	LSDZ47717052019	Y	Y	\$130.95	8/4/2017

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Vendor Name	Service Description	CBE Number	CBE	SBE	Expenditure Amou	Payment Date
GREAT AMERICAN CORP.	PNC BANK	LSDZ47717052019	Y	Y	\$427.95	8/4/2017
GREAT AMERICAN CORP.	PNC BANK	LSDZ47717052019	Y	Y	\$1,222.97	8/23/2017
GREAT AMERICAN CORP.	PNC BANK	LSDZ47717052019	Y	Y	\$702.05	9/1/2017
GREAT AMERICAN CORP.	PNC BANK	LSDZ47717052019	Y	Y	\$1,126.30	9/29/2017
GREAT AMERICAN CORP.	PNC BANK	LSDZ47717052019	Y	Y	\$785.04	9/29/2017
GROWTH TRANSITIONS, INC.	Charitable And Social Service Organizations		N	N	\$350	9/20/2017
GROWTH TRANSITIONS, INC.	3535 ROUTE 66		N	N	\$1,002.50	3/13/2017
GROWTH TRANSITIONS, INC.	3535 ROUTE 66		N	N	\$16,971.12	4/10/2017
GROWTH TRANSITIONS, INC.	3535 ROUTE 66		N	N	\$24,905.39	5/30/2017
GROWTH TRANSITIONS, INC.	3535 ROUTE 66		N	N	\$9,556.74	6/20/2017
GROWTH TRANSITIONS, INC.	3535 ROUTE 66		N	N	\$11,321.21	7/10/2017
GROWTH TRANSITIONS, INC.	3535 ROUTE 66		N	N	\$8,219.83	7/28/2017
GROWTH TRANSITIONS, INC.	3535 ROUTE 66		N	N	\$31,673.03	9/29/2017
GROWTH TRANSITIONS, INC.	3535 ROUTE 66		N	N	\$22,859.18	9/29/2017
GROWTH TRANSITIONS, INC.	3535 ROUTE 66		N	N	\$60,155.25	9/29/2017
GWU COLLEGE OF PROF ST	College, Universities, Professional Schools		N	N	\$8,950	6/14/2017
HALES CREATIVE SOLUTIONS	EAGLE BANK	LSDR97084072019	Y	Y	\$110,000	9/29/2017
HILTON HARRISBURG	Hilton Hotels		N	N	\$309.69	3/22/2017
HILTON HARRISBURG	Hilton Hotels		N	N	\$6	3/23/2017
HILTON HARRISBURG	Hilton Hotels		N	N	\$14	3/23/2017
IN *BATTLE'S TRANSPORT	Transportation Services, Not Elsewhere Classified		N	N	\$1,117.80	12/7/2016
IN *SEABERRY DESIGN &	Advertising Services	LSZ55367062018	Y	Y	\$339	10/26/2016
IN *SEABERRY DESIGN &	Advertising Services	LSZ55367062018	Y	Y	\$1,470	1/10/2017
IN *SEABERRY DESIGN &	Advertising Services	LSZ55367062018	Y	Y	\$480.56	1/18/2017
IN *SYMPHONIC STRATEGI	Professional Services Not Elsewhere Classified		N	N	\$2,400	12/6/2016
INK SYSTEMS LLC	2203 CONGRESBUY PL	LSDZR79006102018	Y	Y	\$119.06	3/13/2017
INK SYSTEMS LLC	2203 CONGRESBUY PL	LSDZR79006102018	Y	Y	\$950.68	5/10/2017
INK SYSTEMS LLC	2203 CONGRESBUY PL	LSDZR79006102018	Y	Y	\$50.79	5/17/2017
INK SYSTEMS LLC	2203 CONGRESBUY PL	LSDZR79006102018	Y	Y	\$746.96	6/20/2017
INK SYSTEMS LLC	2203 CONGRESBUY PL	LSDZR79006102018	Y	Y	\$1,043.20	6/20/2017
INK SYSTEMS LLC	4605 NORTH CAPITOL ST NE	LSDZR79006102018	Y	Y	\$83.40	9/29/2017
INT*IN *BALD CYPRESS M	Stationery, Office & School Supply Stores	LSDZR79006102018	Y	Y	\$2,515	7/19/2017
INT*IN *SEABERRY DESIG	Management, Consulting & Public Relations Services		N	N	\$2,500	9/20/2017
INT*IN *SEABERRY DESIG	Advertising Services	LSZ55367062018	Y	Y	\$300	4/24/2017
INTERCONTINENTAL MILWA	Advertising Services	LSZ55367062018	Y	Y	\$220	4/24/2017
JAREN HILL	Inter-Continental Hotels		N	N	\$389.04	9/26/2017
JAREN HILL	2235 SHANNON PLACE SE		N	N	\$297	1/10/2017
JEANNA FORTNEY	OFC OF DEP MAYOR FOR GTR ECON		N	N	\$276	2/6/2017
JEANNA FORTNEY	2235 SHANNON PLACE SE		N	N	\$521.85	11/8/2016
JEANNA FORTNEY	2235 SHANNON PLACE SE STE 3031		N	N	\$21.36	2/13/2017
JEANNA FORTNEY	2235 SHANNON PLACE SE STE 3031		N	N	\$20	3/1/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$2,475	2/28/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$495	2/28/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$1,155	2/28/2017

FY17 DMGEO EXPENDITURES

Vendor Name	Service Description	CBE Number	CBE	SBE	Expenditure Amount	Payment Date
JEFFREY C. MARCELLA	6520 N CAMPBELL AVENUE		N	N	\$3,712.50	3/1/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$3,795	3/27/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$2,117.50	4/21/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$577.50	5/16/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$1,732.50	6/16/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$990	7/3/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$6,655	8/10/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$1,402.50	8/21/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$1,830.40	9/25/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$8,665.80	9/29/2017
JEFFREY C. MARCELLA	JP MORGAN CHASE BANK		N	N	\$404.20	11/10/2016
JETBLUE 27921633434325	Jetblue Airways		N	N	\$280	11/15/2016
JETBLUE 27921636317393	Jetblue Airways		N	N	\$15,494.40	1/24/2017
KAIROS MANAGEMENT INC	1875 I STREET NW	L541778102019	Y	Y	\$17,861	1/24/2017
KAIROS MANAGEMENT INC	1875 I STREET NW	L541778102019	Y	Y	\$10,509	1/30/2017
KAIROS MANAGEMENT INC	1875 I STREET NW	L541778102019	Y	Y	\$13,914	1/30/2017
KAIROS MANAGEMENT INC	1875 I STREET NW	L541778102019	Y	Y	\$20,087	1/30/2017
KAIROS MANAGEMENT INC	1875 I STREET NW	L541778102019	Y	Y	\$25,536	1/30/2017
KAIROS MANAGEMENT INC	1875 I STREET NW	L541778102019	Y	Y	(\$33,355.40)	2/10/2017
KAIROS MANAGEMENT INC	1875 I STREET NW	L541778102019	Y	Y	(\$70,046)	2/10/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$10,509	2/22/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$13,914	2/22/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$15,494.40	2/22/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$20,087	2/22/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$25,536	2/22/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$17,861	2/22/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$21,253	2/24/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$38,508.80	2/27/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$29,107.20	3/31/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$3,577.50	4/3/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$2,047.81	4/3/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$28,736	4/25/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$13,144	5/25/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$2,950.67	5/25/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$3,250.26	5/25/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$24,608	5/30/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$1,831.55	5/30/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$15,820.50	6/12/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$2,809	6/26/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$2,650	7/13/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$28,896	7/17/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$1,120.80	8/4/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$1,910.75	8/4/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	L541778102019	Y	Y	\$954	8/29/2017

FY17 DMGEO EXPENDITURES

Vendor Name	Service Description	CBE Number	CBE	SBE	Expenditure Amou	Payment Date
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	LS41778102019	Y	Y	\$6,342.62	9/11/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	LS41778102019	Y	Y	\$33,536	9/11/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	LS41778102019	Y	Y	\$9,460.50	9/21/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	LS41778102019	Y	Y	\$22,592	9/25/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	LS41778102019	Y	Y	\$715.88	9/25/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	LS41778102019	Y	Y	\$4,647.50	9/29/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	LS41778102019	Y	Y	\$1,199.71	9/29/2017
KAIROS MANAGEMENT INC	PF FUNDING LLC (ASSIGNEE)	LS41778102019	Y	Y	\$32,396.20	9/29/2017
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$826.21	10/19/2016
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$540.75	10/25/2016
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	(\$826.21)	10/25/2016
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$270.51	11/17/2016
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$2,221.06	12/5/2016
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$79.79	12/16/2016
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$979	1/17/2017
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$178	1/18/2017
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$89	1/19/2017
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$101	3/29/2017
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$329	4/4/2017
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$95	4/24/2017
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$380	5/26/2017
LASER ART INC	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$190	9/13/2017
LAUREN SCOTT	Stationery, Office & School Supply Stores	LS0Z65995102019	Y	Y	\$682.78	10/28/2016
LAUREN SCOTT	2235 SHANNON PLACE SE		N	N	\$521.85	11/8/2016
LAUREN SCOTT	2235 SHANNON PLACE SE		N	N	\$288	6/15/2017
LAUREN SCOTT	3238 ROBERT CLIFTON		N	N	\$264.45	8/11/2017
LAUREN SCOTT	3238 ROBERT CLIFTON		N	N	\$241.50	8/24/2017
LAURIE WINGATE	2235 SHANNON PLACE SE		N	N	\$1,019.72	10/27/2016
LEFTWICH & LUDAWAY LLC	%INDUSTRIAL BANK	LSXR63487062019	Y	Y	\$10,000	2/24/2017
LEFTWICH & LUDAWAY LLC	%INDUSTRIAL BANK	LSXR63487062019	Y	Y	\$5,000	5/16/2017
LEFTWICH & LUDAWAY LLC	%INDUSTRIAL BANK	LSXR63487062019	Y	Y	\$29,520.40	9/29/2017
LEFTWICH & LUDAWAY LLC	%INDUSTRIAL BANK	LSXR63487062019	Y	Y	\$20,479.60	9/29/2017
LGC SECURITY, LLC	100 M STREET, SE	LSR95096082018	Y	Y	\$945	9/5/2017
METRO 106-ANACOSTIA S	Local/Suburban Commuter Transportation		N	N	\$50	10/24/2016
METRO FARE AUTOLOAD	Local/Suburban Commuter Transportation		N	N	\$100	10/18/2016
METRO FARE AUTOLOAD	Local/Suburban Commuter Transportation		N	N	\$102	10/18/2016
METRO FARE AUTOLOAD	Local/Suburban Commuter Transportation		N	N	\$100	1/9/2017
METROPOLITAN OFFICE PR	Computers,Computer Peripheral Equipment, Software	LSZR5567062018	Y	Y	\$3,182.76	3/10/2017
METROPOLITAN OFFICE PR	Computers,Computer Peripheral Equipment, Software	LSZR5567062018	Y	Y	\$988.11	5/8/2017
METROPOLITAN OFFICE PR	Computers,Computer Peripheral Equipment, Software	LSZR5567062018	Y	Y	\$51.45	5/17/2017
METROPOLITAN OFFICE PR	Computers,Computer Peripheral Equipment, Software	LSZR5567062018	Y	Y	\$224.86	7/31/2017
METROPOLITAN OFFICE PR	Computers,Computer Peripheral Equipment, Software	LSZR5567062018	Y	Y	\$1,371.40	9/20/2017
METROPOLITAN OFFICE PR	Computers,Computer Peripheral Equipment, Software	LSZR5567062018	Y	Y	\$800	9/20/2017
METROPOLITAN OFFICE PR	Computers,Computer Peripheral Equipment, Software	LSZR5567062018	Y	Y	\$899.50	9/20/2017

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Vendor Name	Service Description	CBE Number	CBE	SBE	Expenditure Amou	Payment Date
NATIONAL ASSN OF W	Government Services, Not Elsewhere Classified		N	N	\$565	10/13/2016
NATIONAL ASSN OF W	Government Services, Not Elsewhere Classified		N	N	\$565	10/13/2016
NATIONAL ASSN OF W	Government Services, Not Elsewhere Classified		N	N	\$565	10/13/2016
NATL GOVERNORS ASS	Membership Organizations, Not Elsewhere Classified		N	N	\$875	12/21/2016
NATL GOVERNORS ASS	Membership Organizations, Not Elsewhere Classified		N	N	\$625	12/23/2016
NATL GOVERNORS ASS	Membership Organizations, Not Elsewhere Classified		N	N	\$875	12/23/2016
NATL GOVERNORS ASS	Membership Organizations, Not Elsewhere Classified		N	N	\$2,755	4/10/2017
NATL GOVERNORS ASS	Membership Organizations, Not Elsewhere Classified		N	N	\$615	10/7/2016
NCWE - DUES AND STORE	Membership Organizations, Not Elsewhere Classified		N	N	\$665	11/28/2016
NCWE - DUES AND STORE	Membership Organizations, Not Elsewhere Classified		N	N	\$200	5/12/2017
NCWE - DUES AND STORE	Membership Organizations, Not Elsewhere Classified	LS055816022017	Y	Y	\$50,000	9/29/2017
OCTANE, LLC	WELLS FARGO		N	N	\$359.89	11/1/2016
ODIE DONALD	2235 SHANNON PLACE SE		N	N	\$54.60	12/6/2016
ODIE DONALD	DEP MAYOR GREATER ECON OPP		N	N	\$851.14	3/5/2017
OGLEBAY RESRT ONLINE	Hotels-Lodging (Not Listed Elsewhere)		N	N	\$1,400	6/12/2017
PAYPAL *BUNNGROUPLL	Real Estate Agents and Managers Rentals		N	N	\$2,493.71	7/26/2017
PAYPAL *CADOGANASSO	Management, Consulting & Public Relations Services	LSZR3353082020	Y	Y	\$2,500	8/4/2017
PAYPAL *CADOGANASSO	Management, Consulting & Public Relations Services	LSZR3353082020	Y	Y	\$2,500	8/18/2017
PAYPAL *CADOGANASSO	Management, Consulting & Public Relations Services	LSZR3353082020	Y	Y	\$2,350	9/13/2017
PAYPAL *GUERILLAART	Management, Consulting & Public Relations Services	LSZR3353082020	Y	Y	\$2,500	4/7/2017
PAYPAL *GUERILLAART	Theatrical Producers (except Motion Pictures)		N	N	\$2,500	6/30/2017
PAYPAL *MARCUS	Theatrical Producers (except Motion Pictures)		N	N	\$2,468.17	8/3/2017
PAYPAL *MARCUS	Professional Services Not Elsewhere Classified		N	N	\$2,488.29	8/22/2017
PAYPAL *NSPENN	Professional Services Not Elsewhere Classified		N	N	\$2,545	10/20/2016
PAYPAL *STOCKBRIDGE	Professional Services Not Elsewhere Classified	LSZR71270112019	Y	Y	\$499.80	4/7/2017
PAYPAL *STOCKBRIDGE	Electronic Sales	LSZR71270112019	Y	Y	\$90	4/25/2017
PAYPAL *STOCKBRIDGE	Electronic Sales	LSZR71270112019	Y	Y	\$1,675	5/16/2017
PAYPAL *STOCKBRIDGE	Electronic Sales	LSZR71270112019	Y	Y	\$370	5/16/2017
PAYPAL *STOCKBRIDGE	Electronic Sales	LSZR71270112019	Y	Y	\$782.84	6/14/2017
PAYPAL *THE DEN	Used Merchandise Stores,Second Hand Stores		N	N	\$2,450	9/21/2017
PAYPAL *TRAVEONSMIT	Professional Services Not Elsewhere Classified		N	N	\$3,240	9/1/2017
PAYPAL *VOWTRANSPOR	Automotive Service Shops	LSZ57620032020	Y	Y	\$1,140	3/29/2017
PAYPAL *WANDA	Educational Services, Not Elsewhere Classified		N	N	\$2,475	6/12/2017
PAYPAL *WORKFORCEPR	Civic, Social & Fraternal Associations		N	N	\$2,000	9/20/2017
PAYPAL *XNSMUSICLLC	Record Shops and Music delivered via the internet		N	N	\$600	9/11/2017
PAYPAL *YOUTH ALIVE	Charitable And Social Service Organizations		N	N	\$270	6/21/2017
RAHMAN BRANCH	2235 SHANNON PLACE SE		N	N	\$674.78	11/10/2016
SAFEWAY STORE 00029124	Grocery Stores, Supermarkets		N	N	\$562	4/28/2017
SEABERRY DESIGN AND COMMUNI	2000 P STREET NW	LSZ55367062018	Y	Y	\$400	5/30/2017
SEABERRY DESIGN AND COMMUNI	2000 P STREET NW	LSZ55367062018	Y	Y	\$400	5/30/2017
SEABERRY DESIGN AND COMMUNI	2000 P STREET NW	LSZ55367062018	Y	Y	\$540.03	6/12/2017
SEABERRY DESIGN AND COMMUNI	2000 P STREET NW	LSZ55367062018	Y	Y	\$752.50	6/12/2017
SEABERRY DESIGN AND COMMUNI	2000 P STREET NW	LSZ55367062018	Y	Y	\$750	8/31/2017
SEABERRY DESIGN AND COMMUNI	2000 P STREET NW	LSZ55367062018	Y	Y	\$2,152.30	9/21/2017

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Vendor Name	Service Description	CBE Number	CBE	SBE	Expenditure Amou	Payment Date
SEABERRY DESIGN AND COMMUNI	2000 P STREET NW	LS255367062018	Y	Y	\$4,383.89	9/29/2017
SEABERRY DESIGN AND COMMUNI	2000 P STREET NW	LS255367062018	Y	Y	\$570	9/29/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$1,458	10/14/2016
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$2,918.24	1/18/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$315	5/2/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$1,386.32	5/2/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$1,972.14	5/2/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$510	5/24/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$1,031.68	6/12/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$783.60	6/13/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$166	7/12/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$358.34	7/12/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$66.55	7/12/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$210	7/12/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$720	9/7/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$486.40	9/7/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$315	9/7/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$692.50	9/18/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$4,985	9/20/2017
SENODA INC	Miscellaneous Publishing And Printing	LS48404092019	Y	Y	\$540	3/30/2017
SMARTSHEET	Computer Software Stores		N	N	\$409.96	10/7/2016
SOUTHWES 5262454075521	Southwest		N	N	\$468.96	10/26/2016
SOUTHWES 5262459317375	Southwest		N	N	\$655.96	11/7/2016
SOUTHWES 5262462430836	Southwest		N	N	\$731.46	11/7/2016
SOUTHWES 5262462459263	Southwest		N	N	\$177.98	7/18/2017
SOUTHWES 5268544277417	Southwest		N	N	\$232.98	7/18/2017
SOUTHWES 5268544293680	Southwest		N	N	\$270.96	8/9/2017
SOUTHWES 5268751903960	Southwest		N	N	\$2,500	7/26/2017
SQ *SQ *BRANDS BUILD C	Bands, Orchestras, and Miscellaneous Entertainers	LSD75976092019	Y	Y	\$2,500	7/26/2017
SQ *SQ *DESIGNED SERVI	Specialty Retail Stores-Miscellaneous	LSDZR50567082018	Y	Y	\$1,929.38	9/11/2017
SQ *SQ *DESIGNED SERVI	Specialty Retail Stores-Miscellaneous	LSDZR50567082018	Y	Y	\$1,893.36	9/11/2017
SQ *SQ *LGC SECURITY.	Other Services Not Elsewhere Classified	LSR95096082018	Y	Y	\$1,236	6/14/2017
SQ *SQ *LGC SECURITY.	Other Services Not Elsewhere Classified	LSR95096082018	Y	Y	\$2,000	8/11/2017
SQ *SQ *MELISSA L BRAD	Management, Consulting & Public Relations Services	LSZR11323082018	N	N	\$2,500	3/22/2017
SQU *SQ *CAPITOL SERVIC	Management, Consulting & Public Relations Services	LSDZR50567082018	Y	Y	\$2,500	5/24/2017
SQU *SQ *DESIGNED SERVI	Specialty Retail Stores-Miscellaneous		Y	Y	\$5,000	6/14/2017
SQU *SQ *MELISSA L BRAD	Management, Consulting & Public Relations Services		N	N	\$2,500	5/26/2017
SQU *SQ *NORMAN HAYES	Computer Maint&Repair Service,Not Elsewhere Class.		N	N	\$1,253	6/13/2017
STACY SMITH	2235 SHANNON PLACE SE		N	N	\$910.47	10/28/2016
STOCKBRIDGE CONSULTING	Electronic Sales	LSZR71270112019	Y	Y	\$4,653.29	9/14/2017
STOCKBRIDGE CONSULTING	Electronic Sales	LSZR71270112019	Y	Y	\$755.85	9/20/2017
STOCKBRIDGE CONSULTING LL	INDUSTRIAL BANK	LSZR71270112019	Y	Y	\$84,000	9/25/2017
STOCKBRIDGE CONSULTING LL	INDUSTRIAL BANK	LSZR71270112019	Y	Y	\$16,000	9/29/2017
THE COLES GROUP LLC	Temporary Help Services, Employment Agencies	LSDZR94255062019	Y	Y	\$940	3/20/2017
THE COLES GROUP, LLC	C/O SUNTRUST	LSDZR94255062019	Y	Y	\$14,925	7/25/2017

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Vendor Name	Service Description	CBE Number	CBE	SBE	Expenditure Amou	Payment Date
THE COLES GROUP, LLC	C/O SUNTRUST	LSDZRH94255062019	Y	Y	\$9,400	9/1/2017
THE RITZ-CARLTON ATL D	Ritz Carlton		N	N	\$334.80	10/14/2016
THOMAS PENNY	2235 SHANNON PLACE SE		N	N	\$359.89	10/27/2016
TRI COUNTY COUNCIL OF	Membership Organizations, Not Elsewhere Classified		N	N	\$95	3/10/2017
UNITED 01623232036075	United Airlines		N	N	\$186.20	10/26/2016
UNITED 01623232307056	United Airlines		N	N	\$437.20	10/26/2016
UNITED 01623233287465	United Airlines		N	N	\$206.20	10/27/2016
UNITED 01623408464005	United Airlines		N	N	\$800.40	3/21/2017
UNITED 01678760614241	United Airlines		N	N	\$244.60	11/3/2016
UNITED 01678760614252	United Airlines		N	N	\$244.60	11/3/2016
UNIVERSITY OF D.C.	4200 CONNECTICUT AVE. N.W.		N	N	\$11,400	7/20/2017
UNIVERSITY OF D.C.	4200 CONNECTICUT AVE. N.W.		N	N	\$11,400	7/20/2017
UNIVERSITY OF D.C.	4200 CONNECTICUT AVE. N.W.		N	N	\$11,400	7/20/2017
UNIVERSITY OF D.C.	4200 CONNECTICUT AVE. N.W.		N	N	\$11,400	9/15/2017
UNIVERSITY OF D.C.	4200 CONNECTICUT AVE. N.W.		N	N	\$11,400	9/15/2017
UPWARD ENTERPRISES INC	Business Services Not Elsewhere Classified		N	N	\$765	9/11/2017
US CONF OF MAYORS	Membership Organizations, Not Elsewhere Classified		N	N	\$1,100	10/18/2016
US CONF OF MAYORS	Membership Organizations, Not Elsewhere Classified		N	N	\$800	4/10/2017
US CONF OF MAYORS	Membership Organizations, Not Elsewhere Classified		N	N	\$80	9/14/2017
US CONF OF MAYORS	Membership Organizations, Not Elsewhere Classified		N	N	\$400	9/14/2017
USPS KIOSK 1049789556	Postage Services-Government Only		N	N	\$2.25	4/13/2017
VOW PARATRANSIT AND TRANS	1314 DOWNING PLACE NE	LSZ57620032020	Y	Y	\$1,140	8/31/2017
VOW PARATRANSIT AND TRANS	1314 DOWNING PLACE NE	LSZ57620032020	Y	Y	\$285	9/15/2017
VOW PARATRANSIT AND TRANS	1314 DOWNING PLACE NE	LSZ57620032020	Y	Y	\$3,705	9/29/2017
WALTON & GREEN CONSULTANTS	% SUNTRUST BANK	LSZ57620032020	Y	Y	\$3,876	9/5/2017
WALTON & GREEN CONSULTANTS	SUNTRUST BANK	LSZ57620032020	Y	Y	\$3,605.25	9/29/2017
WARD 8 FARMERS MARKET IN	SUNTRUST BANK	LSZ57620032020	Y	Y	\$1,957.98	7/12/2017
WARD 8 FARMERS MARKET IN	SUNTRUST BANK		N	N	\$3,003.14	8/10/2017
WARD 8 FARMERS MARKET IN	SUNTRUST BANK		N	N	\$1,225.45	8/10/2017
WARD 8 FARMERS MARKET IN	SUNTRUST BANK		N	N	\$1,706.36	9/5/2017
WARD 8 FARMERS MARKET IN	SUNTRUST BANK		N	N	\$1,758	9/18/2017
WARD 8 FARMERS MARKET IN	SUNTRUST BANK		N	N	\$349	9/29/2017
WILSONS LODGE OGLEBAY	Hotels-Lodging (Not Listed Elsewhere)		N	N	\$851.15	1/19/2017
WPY*SOUL INK	Other Services Not Elsewhere Classified		N	N	\$2,472	11/7/2016
WWW.CALWORKFORCE.ORG	Membership Organizations, Not Elsewhere Classified		N	N	\$2,750	8/11/2017
WYNDHAM HOTELS PLAYHOU	Wyndham		N	N	\$401.94	8/24/2017
WYNDHAM HOTELS PLAYHOU	Wyndham		N	N	\$401.94	8/24/2017
XEROX DIRECT	26152 NETWORK PLACE		N	N	\$548.18	5/30/2017
XEROX DIRECT	26152 NETWORK PLACE		N	N	\$580.02	5/30/2017
XEROX DIRECT	26152 NETWORK PLACE		N	N	\$631.64	5/30/2017
XEROX DIRECT	26152 NETWORK PLACE		N	N	\$495.55	5/30/2017
XEROX DIRECT	26152 NETWORK PLACE		N	N	\$605.58	5/30/2017
XEROX DIRECT	26152 NETWORK PLACE		N	N	\$536.49	5/30/2017
XEROX DIRECT	26152 NETWORK PLACE		N	N	\$1,083.34	6/20/2017

FY17 DMGEO EXPENDITURES

Vendor Name	Service Description	CBE Number	SBE	Expenditure Amou	Payment Date
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$668.75	7/20/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$912.93	7/26/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$912.93	7/26/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$912.93	8/10/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$912.93	8/10/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$912.93	8/11/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$912.93	8/11/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$554.31	8/11/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$912.93	8/23/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$605.08	9/15/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$912.93	9/29/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$590.78	9/29/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$590.78	9/29/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$66.40	9/29/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$590.78	9/29/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$617.14	9/29/2017
XEROX DIRECT	26152 NETWORK PLACE	N	N	\$1,600	9/6/2017
		N	N	\$6,699.59	11/30/2016
		N	N	\$6,699.59	11/30/2016
		N	N	(\$6,699.59)	11/30/2016
		N	N	\$13,348.41	12/16/2016
		N	N	\$13,348.41	12/28/2016
		N	N	(\$13,348.41)	12/28/2016
		N	N	\$7,289	12/31/2016
		N	N	\$7,289	12/31/2016
		N	N	(\$7,289)	12/31/2016
		N	N	\$10,012.15	1/27/2017
		N	N	\$10,012.15	1/31/2017
		N	N	(\$10,012.15)	1/31/2017
		N	N	\$89	2/28/2017
		N	N	\$851.15	2/28/2017
		N	N	(\$12,909.83)	2/28/2017
		N	N	\$940.15	2/28/2017
		N	N	(\$940.15)	2/28/2017
		N	N	\$12,909.83	2/28/2017
		N	N	\$270.51	3/16/2017
		N	N	\$4,286.92	3/16/2017
		N	N	(\$4,557.43)	3/16/2017
		N	N	(\$940.15)	3/24/2017
		N	N	\$89	3/24/2017
		N	N	\$851.15	3/24/2017
		N	N	\$3,851.88	3/29/2017
		N	N	\$3,851.88	3/31/2017
		N	N	(\$3,851.88)	3/31/2017

YMCA ANTHONY BOWEN-170

Civic, Social & Fraternal Associations

FY17 DMGEO EXPENDITURES

Vendor Name	Service Description	CBE Number	SBE	Expenditure Amou	Payment Date
		N	N	\$8,798.97	4/30/2017
		N	N	\$13,816.36	4/30/2017
		N	N	(\$8,798.97)	4/30/2017
		N	N	\$359,311.25	4/30/2017
		N	N	(\$382.06)	5/11/2017
		N	N	\$382.06	5/11/2017
		N	N	\$382.06	5/15/2017
		N	N	(\$382.06)	5/15/2017
		N	N	(\$382.06)	5/15/2017
		N	N	\$382.06	5/15/2017
		N	N	\$10,500	5/17/2017
		N	N	\$5,017.39	5/31/2017
		N	N	\$8,741.30	5/31/2017
		N	N	(\$5,017.39)	5/31/2017
		N	N	\$31,500	6/1/2017
		N	N	\$146.45	6/12/2017
		N	N	(\$146.45)	6/12/2017
		N	N	\$3,437.32	6/29/2017
		N	N	\$29,130.52	6/29/2017
		N	N	\$35,666.66	6/30/2017
		N	N	\$14,131.02	7/31/2017
		N	N	\$13,572.50	7/31/2017
		N	N	\$2,354.75	8/17/2017
		N	N	\$207.93	8/29/2017
		N	N	\$18,228.59	8/31/2017
		N	N	\$45	8/31/2017
		N	N	\$182,993.60	9/1/2017
		N	N	\$938.87	9/6/2017
		N	N	\$7,479.84	9/15/2017
		N	N	(\$9,903.17)	9/19/2017
		N	N	(\$7,393.05)	9/19/2017
		N	N	\$2,468.17	9/19/2017
		N	N	\$5,435	9/19/2017
		N	N	\$346.80	9/19/2017
		N	N	\$2,000	9/19/2017
		N	N	\$4,531.25	9/19/2017
		N	N	\$2,515	9/19/2017
		N	N	\$52,000	9/28/2017
		N	N	\$12,000	9/30/2017
		N	N	\$16,500.79	9/30/2017
		N	N	\$12,956.41	9/30/2017
		N	N	\$34,749.20	9/30/2017
		N	N	\$702.05	9/30/2017
		N	N	\$83,120.84	9/30/2017

FY17 DMGEO EXPENDITURES

Vendor Name	Service Description	CBE Number	CBE	SBE	Expenditure Amou	Payment Date
			N	N	\$43,499.17	9/30/2017
			N	N	(\$702.05)	9/30/2017



Mayor Muriel Bowser
City Administrator Rashad M. Young

ATTACHMENT L



VendorSTAT

DBH • DDS • DHS • DOES • OSSE • UDC-CC • WIC

May 30, 2017



Problems, Objective & Key Questions

Objective

- To develop and launch a robust scorecard that tracks workforce vendor performance and allows for better resident choice

Problems

- The District does not have a uniform way to measure workforce vendor performance
- Limited transparency into how workforce vendors are performing across the system

Key Questions

- How do we procure workforce vendors in the District?
- How do we currently monitor workforce vendor performance?
- Why do we need to evaluate workforce vendors doing business with District?
- How are the District's workforce programs performing?

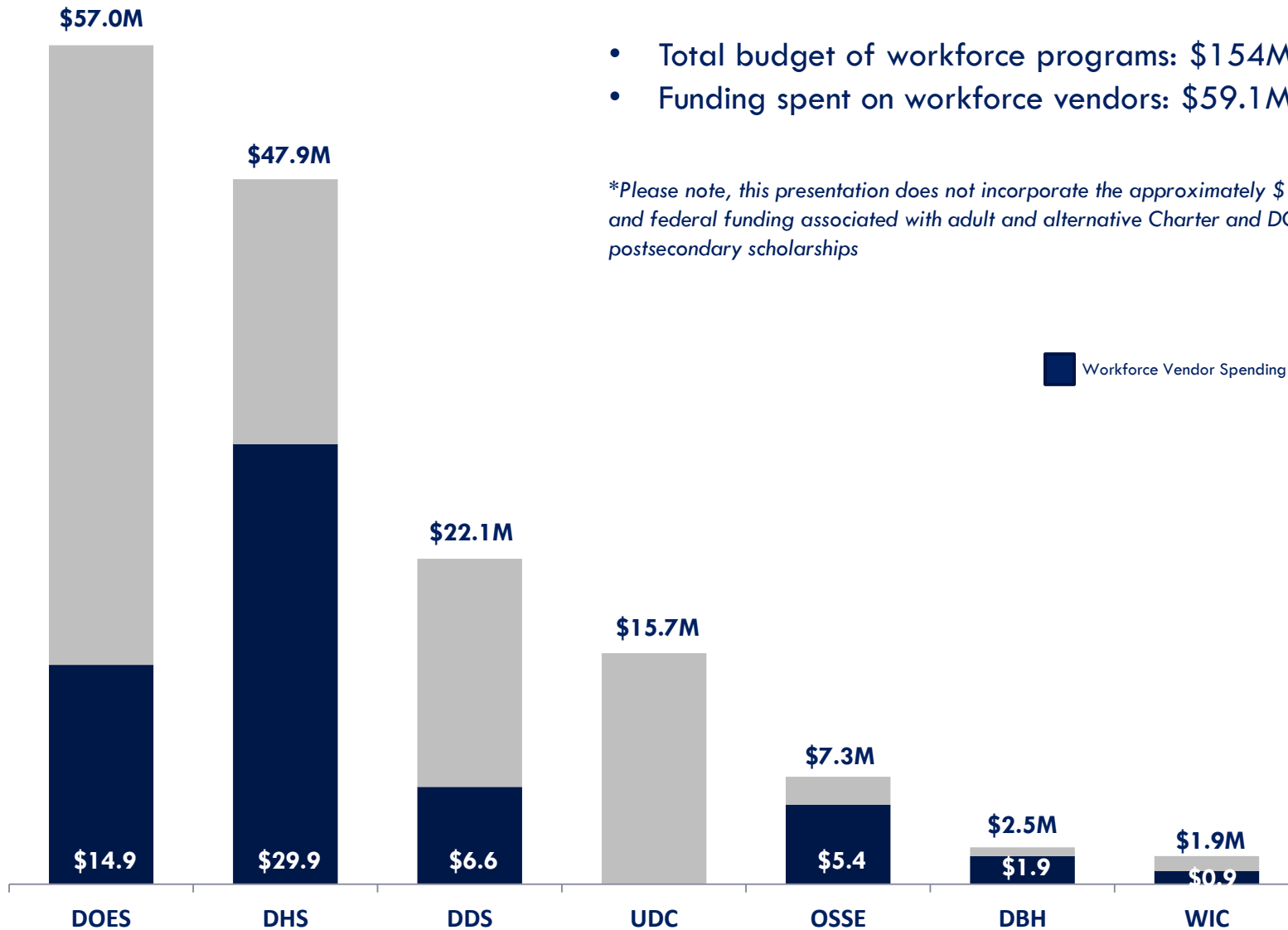




Progress Since We Last Met...

- WIOA Plan Submission and Implementation Update
 - Leveraging WIOA to tackle difference in delivering services
- Agency Collaboration
 - DOES/DHS/DBH – multi-agency collaborations (LEAP, SNAP E&T)
 - OSSE/WIC – joint grants
 - DBH/DOES – behavioral health component
 - DBH/DDS – evidence based employment services
- OSSE – Data Vault
- WIC – Community of Practice
- DHS – Re-soliciting TANF contracts

About 38% of total workforce spending goes to vendors for workforce development training & services



- Total budget of workforce programs: \$154M
- Funding spent on workforce vendors: \$59.1M

**Please note, this presentation does not incorporate the approximately \$120M of local and federal funding associated with adult and alternative Charter and DCPS schools or postsecondary scholarships*

 Workforce Vendor Spending



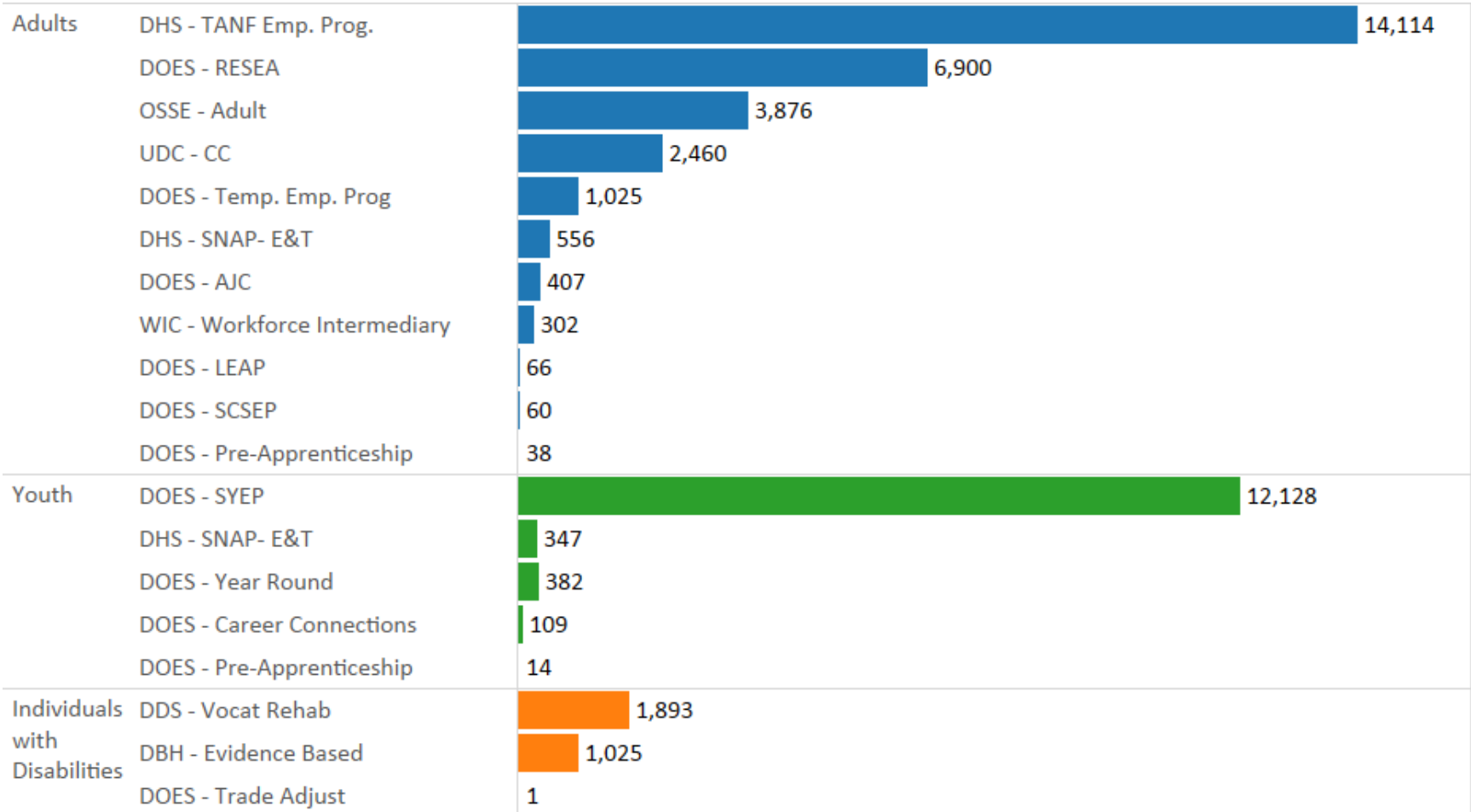
Vendor Enrollment by Program

45,703
Total Enrollment

29,804 (65%)
Adults

12,980 (28%)
Youths

2,919 (6%)
Individuals w/ Disabilities



*Please note that there may be double counting of participants, due to cross-enrollment

Populations Served Vary Across Programs



Adult residents who:

- May have documented learning disabilities
- May have serious and persistent mental illness
- May be incarcerated or returning residents
- May be homeless
- May be English language learners
- May or may not have a high school diploma
- May have a substance abuse disorder or be recovering from one
- May have low literacy
- May have been long term unemployed (6 months or longer)

Youth residents who:

- May be in or out of school
- May be postsecondary students
- May be adjudicated
- May be formerly disengaged

DC's Workforce Programs Provide a Variety of Services for Residents



Agency	Adult Basic Education	Case Management	Educational Courses	High School Diploma or Equivalent	Job Placement	Job Readiness	Job Training	Subsidized Employment	Supported Employment	Average Cost per Participant
DDS - Voc Rehab	●	●	●	●	●	●	●	●	●	\$3.5K
DOES - Year Round	●	●	●	●	●	●	●	●	●	\$6.7K
DOES - AJC	●	●	●	●	●	●	●	●	●	\$2.4K
DOES - LEAP	●	●	●	●	●	●	●	●	●	\$15.3K*
DOES - Pre-Apprenticeship	●	●	●	●	●	●	●	●	●	\$5.3K
DOES - RESEA	●	●	●	●	●	●	●	●	●	\$76.00
DHS - SNAP E&T	●	●	●	●	●	●	●	●	●	\$6.4K
OSSE - Adult	●	●	●	●	●	●	●	●	●	\$1.4K
WIC - Workforce Intermediary	●	●	●	●	●	●	●	●	●	\$3.1K
DHS - TANF Employment	●	●	●	●	●	●	●	●	●	\$1.7K
DOES - Career Connections	●	●	●	●	●	●	●	●	●	\$4.7K
DOES - TEP	●	●	●	●	●	●	●	●	●	\$8.8K
DBH - Evidence Based	●	●	●	●	●	●	●	●	●	\$1.8K
UDC - CC	●	●	●	●	●	●	●	●	●	\$3K*
DOES - Trade Adjustment	●	●	●	●	●	●	●	●	●	\$8.3K
DOES - SCSEP	●	●	●	●	●	●	●	●	●	\$8.8K*
DOES - SYEP	●	●	●	●	●	●	●	●	●	\$1.7K*

Offered
● No
● Yes

*This program indicated no vendor spend. This figure indicates program budget divided by program participants.

Different agencies contract with the same vendor for workforce services



Duplicate Vendors

	FY16 Enrollment	FY16 Spending	
Anchor Mental Health	235	428,438	DBH, DDS
AYT Institute	24	101,800	DDS, DOES
Building & Construction Tra..	28	85,750	DOES, DOES
Byte Back	120	1,095,037	DHS, OSSE
Clarke Concrete, LLC	18	53,600	DOES, DOES
Community Connections	174	339,580	DBH, DDS
Contemporary Family Servi..	213	545,903	DBH, DDS, DOES
DC Central Kitchen	110	635,341	DHS, WIC
Deaf Reach	13	5,312	DBH, DDS
Dynamic Concepts, Inc.	44	365,544	DOES, DOES
Gallaudet University	175	505,462	DDS, DOES
Green Door	211	395,471	DBH, DDS
Latin American Youth Cente..	56	312,411	DHS, DOES, DOES
Mid-Atlantic Carpenter's Tra..	14	47,200	DOES, DOES
Opportunities Industrial	138	959,994	DOES, DOES, OSSE
Psychiatric Centered Charte..	117	198,327	DBH, DDS
Technical Learning Center	10	45,012	DDS, DOES
UDC	414	2,954,216	DDS, DHS
VMT Education Center	8	22,193	DDS, DOES
YWCA	39	297,077	DHS, DOES

The District has 317 contracts or agreements with workforce vendors.

Some of these are duplicates with the same vendor.

**List of duplicate vendors may not be exhaustive.*

Performance Measures Collected by Agencies Vary Making a Comprehensive Look at the Workforce System Challenging



Agency	Completion Rate	Employment - 6 Months	Employment - 12 Months	Wages - 6 Months	Wages - 12 Months	Other Performance Measures
OSSE - Adult*	●	●	●	●	●	●
DDS - Voc Rehab*	●	●	●	●	●	●
DOES - LEAP	●	●	●	●	●	●
DOES - AIC*	●	●	●	●	●	●
DOES - TEP	●	●	●	●	●	●
DOES - Pre-Apprenticeship	●	●	●	●	●	●
DOES - Trade Adjustment*	●	●	●	●	●	●
DOES - Year Round*	●	●	●	●	●	●
DHS - TANF Employment	●	●	●	●	●	●
DHS - SNAP E&T	●	●	●	●	●	●
UDC - CC*	●	●	●	●	●	●
DOES - Career Connections	●	●	●	●	●	●
WIC - Workforce Intermediary	●	●	●	●	●	●
DBH - Evidence Based	●	●	●	●	●	●
DOES - RESEA*	●	●	●	●	●	●
DOES - SCSEP	●	●	●	●	●	●
DOES - SYEP	●	●	●	●	●	●

Captured

- N/A
- No
- Yes

An asterisk (*) identifies those programs receiving funding tied to the Workforce Innovation and Opportunity Act (WIOA) and will be required to collect these measures beginning on July 1, 2017 – except Wages - 12 months

How are we performing?



Measures	WIOA Benchmark	District Programs
Credentials/ certificates achieved	54% of adults (Title I & III) 50% of youth (Title I & III) 95% achieve HS Diploma or GED (Title II)	Outcomes range from 64%-74% (Title I & III) 88% achieved HS Diploma or GED (Title II)
Hiring/placements for completers	62% of adults (Title I & III) 51% of youth (Title I & III) 75% of adults (Title II) 650 (Title IV) (City Measures)	Outcomes range from 20%-70% (Title I, III & DHS) 43% of adults (Title II) 623 (Title IV) (City Measures)
Retention rates (keeping the job)	68% of adults (Title I & III) 46% of youth (Title I & III) 95% of adults (Title II)	Outcomes range from 55%-90% (Title I, III & DHS) 95% of adults (Title II)

Sample Vendor Scorecards

Filter Results Edit Search

240 Results [SHARE](#)

SORT: [dropdown]

PAGE: 1 2 3 4 5 6 > >>

ABC Job Training

Washington, DC

★ ★ ★

Metric	Value
Completion Rate	94%
Credentials Earned	18%
Customer Survey	100%

Average of all providers

[VIEW MORE DETAILS >](#)

DEFGHI Job Training

Washington, DC

★ ★ ★ ★

Metric	Value
Completion Rate	55%
Credentials Earned	35%
Customer Survey	100%

Average of all providers

[VIEW MORE DETAILS >](#)

JKL Job Training

Washington, DC

★ ★ ★ ★

Metric	Value
Completion Rate	100%
Credentials Earned	67%
Customer Survey	100%

Average of all providers

[VIEW MORE DETAILS >](#)

MNO Job Training

Washington, DC

★ ★ ★ ★ ★

Metric	Value
Completion Rate	100%
Credentials Earned	67%
Customer Survey	100%

Average of all providers

[VIEW MORE DETAILS >](#)

ABC Job Training

*SAMPLE VENDOR SCORECARD

123 North Dakota Ave, SW
Washington, DC 12345

www.abcjobtraining.com

Insert a description of vendor here. This is placeholder text and will be filled in with information about actual vendor.

Overall Rating:



(3 out of 5 Stars)

Population(s) Served



Adults

Occupation Type



Electrician

Credential(s) Earned



Electrician I Certificate

Program Cost



\$500/person

Completion Time



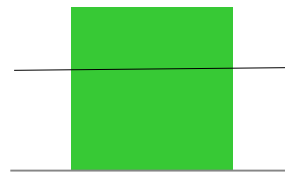
12 months (avg)

Completion Rate



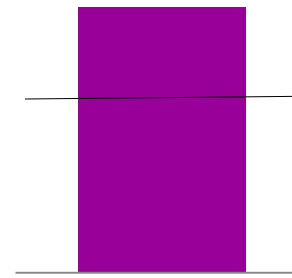
95%

Gained Unsubsidized Employment Six (6) Months After Training



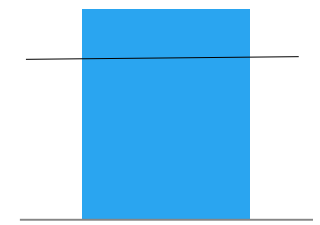
18%

Increase in Average Wages Six (6) Months After Training



100%

Customer Satisfaction Survey (Average Rating)



76%

** Please note, this is a sample scorecard. Further collaboration among agency partners and external stakeholders will happen prior to finalization.*



Vendor Scorecard Implementation Questions

- Where does implementation funding come from?
- Who will be the owner agency?
- What does performance look like for local programs?
- What is the implementation timeline?
- What does vendor technical assistance look like?
- What barriers do agencies foresee in collecting data?
- How will implementation impact agencies businesses processes/new and existing contracts?

Other System Challenges



- ❑ The intake and assessment process is different across agencies
- ❑ The universe of training/service providers is not maintained in a central repository
- ❑ How we collect information on vendor performance is not uniform across the district
 - ❑ Different outcomes for different customers
 - ❑ No standardized performance measures
- ❑ Vendor “success” is defined differently across agencies
- ❑ Cross agency coordination
 - ❑ Participant could have multiple work plans/development plans
 - ❑ Agencies also lack uniform definitions ("Case management", "hard to serve", "barriers" etc.)
 - ❑ Low visibility into vendor contracts with multiple agencies
- ❑ There is competition among all agencies for a finite number of jobs for the same customer pool



Recommendations



WIOA Specific

- ❑ Vendor Scorecard
 - ❑ Needs to be granular to the presenting circumstance of each respective customer.
 - ❑ Will be developed in collaboration with participating agencies and stakeholders
- ❑ Joint Performance Measures, Negotiated Metrics
- ❑ *Joint Contracting/Grant-making
- ❑ *Uniform Intake and Assessment
 - ❑ *Data-Vault
- ❑ Coordinated Case-Management Across District
 - ❑ Technology integration

Agency Specific

- ❑ Applied Research Projects:
 - ❑ Are we spending funds appropriately to reach the right and most vulnerable population
 - ❑ Return on Investment
 - ❑ Automation and the unskilled job market
- ❑ District-Wide Master Vendor List

** Indicates an item is currently underway*





APPENDIX



Workforce Contracting Vehicles



	Human Care Agreement	Grants (Competitive, Formula, Continuation)	Memorandum of Understanding	Fee for Service
DBH	X	X	X	X
DDS	X	X	X	X
DHS	X	X	X	
DOES	X		X	
OSSE	X	X	X	
UDC-CC				X
WIC		X		



Draft Vendor Scorecard Elements

DRAFT - Vendor ScoreCard		Details
Vendor Name	ABC Job Training	Can compare multiple vendors in similar programs
Address	123 North Dakota Ave, SW	
Occupation Type	Electrician	Broad Occupational Type
Program Name	Basic Electricity	
Population(s) Served	Adults	Will be a searchable/filterable field
Credentials Earned	Electrician I Certificate	Will be categorized by different topics
Minimum qualifications to enroll	None	successful
Reporting Time Period (Reflected in Dashboard Below):	9/2015-8/2016	
Program Cost	\$500	Cost of participant; will vary depending on subsidies available
Participants		
Number of Participants enrolled between [DATES]	465	Participants enrolled in the past year
% of Participants who completed program between [DATES]	95%	Indicates graduation rate
Maximum number of participants in a class	100	Maximum class size
Minimum Time to Completion	6 months	Minimum time to complete course
Avg Time to Completion	12 months	Average time that students require to complete course
Impact on Students		
Average participant earnings preprogram	\$540/week	Prior to enrolling in the program, what weekly salary was participant earning?
Average participant earnings 6 months after completion	\$700/week	participant earning? (Does not include those who didn't complete the program)
Average participant earnings 1 year after completion	\$650/week	12 months after program completion, what weekly salary was participant earning? (Does not include those who didn't complete the program)
Change in earnings after 1 year	\$110/week	12 months after program completion, how much did weekly salary change from pre-program earnings? (Does not include those who didn't complete the program)
% of participants receiving government assistance within 6 months prior to program	56%	Internal data only
% of participants receiving government assistance within 6 months after program completion	42%	Internal data only
Customer Satisfaction		
		Need to develop standard customer service survey
% of participants who would recommend course to a friend	76%	Results of customer satisfaction survey completed within 2 weeks of program completion
% of participants who indicated course had a positive impact on career	53%	Results of customer satisfaction survey completed within 2 weeks of program completion
Other Results of Common Survey Instrument		
Additional Information		
Participant Demographics	65% African American; 25% White; 5% Latino;	
Childcare Available?	No	Will be a searchable/filterable field
Metro Accessible?	Within 1 mile of Branch Avenue Station	Will be a searchable/filterable field



Performance Metrics – DOES

		Timeframe	ETA Negotiated Standard	District's Performance	% of Standard Achieved	Calculation Basis	ETA Negotiated Standard
Performance Measure							
Entered Employment Rate	Adults	10/01/14-09/30/15	62%	69.0%	111.3%	258/374	62%
	Dislocated Workers	10/01/14-09/30/15	63%	69.2%	109.8%	126/182	63%
	Labor Exchange	10/01/14-09/30/15	56%	49.8%	88.9%	45,419/91,254	56%
Employment Retention Rate	Adults	04/01/14-03/31/15	79%	86.9%	110.0%	186/214	79%
	Dislocated Workers	04/01/14-03/31/15	84%	90.5%	107.7%	19/21	84%
	Labor Exchange	04/01/14-03/31/15	79%	80.20%	101.50%	43,352/54,046	79%
Average Earnings	Adults	04/01/14-03/31/15	\$13,550	\$ 12,557.23	92.7%	\$2,210,072/176	\$13,550
	Dislocated Workers	04/01/14-03/31/15	\$17,750	\$ 18,285.88	106.3%	\$310,860/17	\$17,750
	Labor Exchange	04/01/14-03/31/15	\$18,000	\$ 16,369.90	90.9%	\$709,668,117/43,352	\$18,000
Youth Attainment of Degree or Certificate		10/01/14-09/30/15	34%	74.2%	103.0%	66/89	34%
Youth Placement in Employment or Education		10/01/14-09/30/15	64%	64.4%	100.6%	56/87	64%
Youth Literacy/Numeracy Gains		07/01/15-06/30/16	58%	0.0%	0.0%	0/3	58%



Performance Metrics – DHS

TEP Provider	Unique Customers Served >1 Day by TEP during FY16 Denominator for 2-5	Education/Training				Employment, Earning and Job Retention									
		All Education Enrollments Reported		Education/Training Completed/Approved		All Employment Placements Reported		Customers Earning Living Wage		6 Month Retention Rate			Customers who Met Requirements while Retaining Employment through 6 Months		
		Number	Rate (per 1,000 Customers)	Number	Rate (per 1,000 Customers)	Number	Percent	Number	Percent of total employed	Total Hired (Jan-Jun)	Retained >=6 Months	Retention Rate	Total Employments Retained	Retention per Month	Percent of Retention
America Works	1858	127	0.68	25	0.13	448	24%	87	19%	223	130	58%	1105	92	21%
	1137	48	0.04			283	25%	83	29%	138	75	54%	762	64	22%
	2995	175	0.06			731	24%	170	23%	361	205	57%	1867	156	21%
Career Team	1340	91	0.07	33	0.25	242	18%	56	23%	142	92	65%	679	57	23%
	1271	41	0.03			245	19%	86	35%	130	82	63%	906	76	31%
	2611	132	0.05			487	19%	142	29%	272	174	64%	1585	132	27%
Grant Associates	2273	139	0.06	43	0.19	482	21%	81	17%	264	141	53%	1312	109	23%
	2273	139	0.06			482	21%	81	17%	264	141	53%	1312	109	23%
KRA	1413	362	0.26	219	1.55	369	26%	67	18%	189	91	48%	711	59	16%
	945	20	0.02			297	31%	73	25%	150	77	51%	938	78	26%
	2358	382	0.16			666	28%	140	21%	339	168	50%	1649	137	21%
Maximus	1549	231	0.15	201	1.30	239	15%	46	19%	122	64	52%	942	79	33%
	1319	37	0.03			195	15%	63	32%	99	70	71%	825	69	35%
	2868	268	0.09			434	15%	109	25%	221	134	61%	1767	147	34%
OIC DC	664	322	0.48	27	0.41	122	18%	23	19%	61	33	54%	197	16	13%
	664	322	0.48			122	18%	23	19%	61	33	54%	197	16	13%
Total	9097	1272	0.14	548	0.06	1902	21%	360	19%	1001	551	55%	4946	412	22%
	4672	146	0.03			1020	22%	305	30%	517	304	59%	3431	286	28%
	13769	1418	0.10			2922	21%	665	23%	1518	855	56%	8377	698	24%



Performance Metrics - DDS

PROVIDERS: Evidence Based Supported Employment (EBSE)	Total # of Referral Clients for JP from FY15 (carry-over)	Total # of Referral Clients for JP for FY16	Total # of Cases for FY15 carry-over and FY16	Total # of Cases Returned to RSA in FY16 (Attrition)	Total # of Active Cases	Total # of Clients Placed for JP in FY16	Placement Rate for FY16	Ave # of Days for Placement FY16	Total # of 26 Closures Q-4	Total of 26 Closures FY 16	Aver. Hours Worked Q-4	Aver.hours worked FY16	Aver. Hourly Pay Q-4	Aver. Hourly Pay FY 16
ANCHOR MENTAL HEALTH	0	65	65	0	65	25	38.46%	52.52	0.00	1	0	20	0	\$15.08
Community Connections	24	69	93	4	89	47	52.81%	77.17	9.00	24	26	29	\$11.89	\$11.00
Contemporary Family Services	3	57	60	1	59	28	47.46%	37.14	18.00	18	31	31	\$12.91	\$12.91
DEAFREACH	0	5	5	0	5	1	20.00%	111.00	0.00	0	0	0	0	0
GREEN DOOR	0	46	46	0	46	11	23.91%	48.18	5.00	5	28	28	\$9.80	\$9.80
MBI HEALTH SERVICES, LLC	0	24	24	4	20	8	40.00%	84.38	0.00	0	0	0	\$0.00	\$0.00
Pathways to Housing	5	15	20	1	19	9	47.37%	100.89	1.00	2	25	25	\$10.50	\$11.00
PSI Services LLC	0	1	1	0	1	0	21.88%	44.57	0.00	0	0	0	\$0.00	\$0.00
PSYCHIATRIC CENTER CHARTERED	0	23	23	1	22	7	0.00%	0.00	1.00	4	33	35	\$14.31	\$14.48
Psychiatric Rehab Services	0	32	32	0	32	7	31.82%	36.57	1.00	3	20	21.5	\$10.50	\$10.87
TOTAL	32	337	369	11	358	143	39.94%	59.24	35	57	27	31.66	\$11.66	\$14.16

Performance Metrics – OSSE



NRS Measure	2015-16 Approved	2015-16 Actual	2015-16 Survey Response
Entered Employment	75%	44%	77%
Retained Employment	95%	95%	86%
Obtained GED or Secondary Diploma	95%	88%	57%
Entered Postsecondary Education or Training	67%	31%	81%
Entered Postsecondary Education or Training – Prior Program Year	N/A	26%	82%



Performance Metrics – DBH

- DBH uses the Supported Employment Fidelity Scale, to assess the quality of a vendor’s staffing, organization, and employment services

Staffing		
1.	Caseload size	Score:
2.	Employment services staff	Score:
3.	Vocational generalists	Score:
Organization		
1.	Integration of rehabilitation with mental health thru team assignment	Score:
2.	Integration of rehabilitation with mental health thru frequent team member contact	Score:
3.	Collaboration between employment specialists and Vocational Rehabilitation counselors	Score:
4.	Vocational unit	Score:
5.	Role of employment supervisor	Score:
6.	Zero exclusion criteria	Score:
7.	Agency focus on competitive employment	Score:
8.	Executive team support for SE	Score:
Services		
1.	Work incentives planning	Score:
2.	Disclosure	Score:
3.	Ongoing, work-based vocational assessment	Score:
4.	Rapid search for competitive job	Score:
5.	Individualized job search	Score:
6.	Job development—Frequent employer contact	Score:
7.	Job development—Quality of employer contact	Score:
8.	Diversity of job types	Score:
9.	Diversity of employers	Score:
10.	Competitive jobs	Score:
11.	Individualized follow-along supports	Score:
12.	Time-unlimited follow-along supports	Score:
13.	Community-based services	Score:
14.	Assertive engagement and outreach by integrated treatment team	Score:
Total:		

Vendor Scores	
Green Door	99
PCC	89
Anchor	101
Community Connections	114
Pathways	110
Deaf Reach	89
PRS	112
PSI	108
Contemporary Family Services	106

115 – 125	= Exemplary Fidelity
100 - 114	= Good Fidelity
74 – 99	= Fair Fidelity
73 and below	= Not Supported Employment



Performance Metrics – WIC

Program Performance Measures	DC Central Kitchen		AFL-CIO Community Services Agency		AFL-CIO Community Services Agency Condensed Service Training		Collaborative Solutions for Communities	
	FY16 Negotiated Targets	FY16 Actual Outcomes	FY16 Negotiated Targets	FY16 Actual Outcomes	FY16 Negotiated Targets	FY16 Actual Outcomes	FY16 Negotiated Targets	FY16 Actual Outcomes
Number of Participants Enrolled	80	80	70	67	30	30	120	165
Number of Credentials Received (Tracking Only)	Not Applicable/No Target Set	43	Not Applicable/No Target Set	50	Not Applicable/No Target Set	21		Not Applicable/Not a Measure
Percentage of Participants Graduated (Tracking Only)	Not Applicable/No Target Set	55%	Not Applicable/No Target Set	72%	Not Applicable/No Target Set	21%		Not Applicable/Not a Measure
Number of Participants obtained Employment of those that successfully completed the program	Not Applicable/No Target Set	31	Not Applicable/No Target Set	47	Not Applicable/No Target Set	Not Applicable/Not a Measure		Not Applicable/Not a Measure
Number of returning individuals in the program		Not Applicable/Not a Measure		Not Applicable/Not a Measure		Not Applicable/Not a Measure	Not Applicable/No Target Set	62
Number of “New” Participants enrolled in the program		Not Applicable/Not a Measure		Not Applicable/Not a Measure		Not Applicable/Not a Measure	Not Applicable/No Target Set	123
Percentage of Participants still Employed for at least 3-6 consecutive quarters		Not Applicable/Not a Measure		Not Applicable/Not a Measure		Not Applicable/Not a Measure	Not Applicable/No Target Set	82%
Wage Rate of Participant (Average) rate earned/base rate	\$13.00	\$12.04	Not Applicable/No Target Set	\$15.00	Not Applicable/No Target Set	Not Applicable/Not a Measure	\$13.80	\$15.90

Performance Metrics – UDC



- No performance metrics submitted



Definition of Acronyms

- DOES AJC – American Job Center
- DOES LEAP – Learn Earn and Program
- DOES RESEA – Reemployment Services and Eligibility Assessment
- DOES SCSEP – Senior Community Service Program
- DHS SNAP E&T – Supplemental Nutrition Assistance Program
Employment & Training
- DOES SYEP – Summer Youth Employment Program
- DHS TANF Emp. Pro – Temporary Assistance for Need Families
Employment Program
- DOES Temp. Emp. Pro – Temporary Employment Program
- UDC CC – University of the District of Columbia – Community
College
- WIOA – Workforce Innovation and Opportunity Act

- ◆ DOES
- ◆ DBH
- ◆ DDS
- ◆ DHS
- ◆ OSSE
- ◆ UDC-CC
- ◆ WIC

☆☆☆ GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR



CAP  STAT

VendorSTAT Follow-up

Objectives & Key Questions

Objective

- To take a deeper dive into the vendor scorecard and discuss a timeline and next steps

Update on progress since we last met:

- Overhead costs
- Data Vault timeline
- Data sharing agreement between agencies

Key Questions

- What measures do we want to use?
- Who will be the owner agency?
- Do we want to include non-WIOA programs?
- What does vendor technical assistance look like?
- What barriers do agencies foresee in collecting and validating data?
- How will implementation impact agencies businesses processes/new and existing contracts?
- Does implementation require funding? How much and when?
- What is the implementation timeline?

Barriers to Scorecard Implementation: Data Issues

- Some participants may not have SSN's or valid SSN's
- Have not reached consensus on a definition of "completed"
- Have not reached consensus on how to incorporate information about the populations being served, the type of service provided, or the amount spent on participants in each program.
- UI data doesn't provide whether the participant was working full time or part time, or how many days in the quarter they worked. (CA supplemented with survey data)
- How to we set benchmarks for determining success? How does it vary by the population being served?
- Cannot disaggregate vendors by the type of services provided unless the vendor only provides one service.
- 14.1 percent of DC employees work for the federal government but DOL is suspended FEDES in January 2018, which allows DC to access employment and wage data for federal employees. Without that system, anyone who leaves a training program to enter federal service would be considered unemployed.
- SNAP E&T does not have authority to share participant SSNs for the purpose of performance management

What Other States Have Done: California

Stars for :

- Increased Earnings
- Attainment of Regional Living Wage
- Employment in field of Study

CALIFORNIA COMMUNITY COLLEGES
CHANCELLOR'S OFFICE

STRONG WORKFORCE STARS Workforce Outcomes eShowcase

*** **STRONG WORKFORCE STARS** ***
Advancing Students' Social Mobility & Economic Outcomes

Pages: [1](#) [2](#) [3](#) [4](#) [5](#) [6](#) [7](#) [8](#) [9](#) [10](#) [11](#) [12](#) [13](#) [14](#) [15](#) [16](#) [17](#) [18](#) [19](#) [20](#) [21](#) »

★ ★ College of San Mateo
Electrical Power Systems and Instrumentation Certificate
Students who participate in this program boost their earnings by 81%, and 92% attain the regional living wage. [More »](#)

★ Evergreen Valley College
Advanced Manufacturing
Students who participate in this program boost their earnings by 80%. [More »](#)

★ Evergreen Valley College
Automotive Technology
Students who participate in this program boost their earnings by 79%. [More »](#)

★ Evergreen Valley College
Accounting
Students who participate in this program boost their earnings by 69%. [More »](#)

★ ★ College of San Mateo
Entrepreneurship
Students who participate in these courses boost their earnings by 65%, and 94% of students who participate in this program get a job in their field of study. [More »](#)

Filter by:

College
All Colleges ▾

Region
All Regions ▾

Type of Criteria
Any criteria ▾

Number of Stars Awarded
Any number ▾

Find Stars

STRONG WORKFORCE STARS CRITERIA

The top five programs in 12 industry sectors, based on

- ★ Increase in earnings
- ★ Attainment of regional living wage
- ★ Employment in field of study



What Other States Have Done: Colorado

COTrainingProviders.org

Filter Results



Health Science

FUNDING ELIGIBLE

DISTANCE FROM PROVIDER

Zip Code

- < 60 miles
- 60 - 150 miles
- > 150 miles
- Programs 100% online

TOTAL COST

- < \$1000
- \$1000 - \$5000
- > \$5000

CREDENTIAL

Showing programs in Program Category: Health Aide. 584 - FRONT RANGE COMMUNITY COLLEGE

Sort by: PROGRAM

PROGRAM	PROVIDER	CREDENTIAL
7079 - ESL Healthcare Bridge Certificate	582 - Community College of Aurora - Lowry Campus <i>Public 2 yr</i>	Certificate

584 - FRONT RANGE COMMUNITY COLLEGE

<http://www.frontrange.edu/> | 303-404-5105
Larimer Campus, 4616 S. Shields Street, Fort Collins CO 80526 [map](#)

6262 - Culinarian

AWARD TYPE
ASSOCIATES - LIBERAL ARTS (A.A.S.)

[PROGRAM DETAILS](#) [PROVIDER DETAILS](#)

PROGRAM OVERVIEW	
PROGRAM PROVIDER	Front Range Community College
PROGRAM CIP CODE	52.0901
PROGRAM CIP TITLE	Hospitality Administration/Management, General.
PROGRAM WEBSITE	http://frontrange.smartcatalogiq.com/en/2016-2017/Catalog/Degrees-and-Certificates/Hospitality-and-Culinary-Arts-Management/Hospitality-and-Culinary-Arts-Associate-of-Applied-Science-Degrees/Culinarian
PROGRAM CONTACT	https://www.frontrange.edu/getting-in/admissions
DESCRIPTION	This two year program offers a range of courses that provide training in the various aspects of the hospitality industry. The program is designed to prepare students with the necessary skills and knowledge for careers that include entry level management position in the lodging, catering, tourism, institutional services and restaurant fields.
DURATION	75 Weeks
PREREQUISITE SKILLS	Assessment testing is required for all students. Students who are reading at college-level and place into CCR 093 or above and MAT 050 or above may begin this program of study. Students scoring below this level should consult with a Faculty Member before registering for courses in this program of study.
AVAILABLE FOR ENROLLMENT	Available
PROGRAM TOTAL CREDIT HOURS	62
PROGRAM TOTAL CONTACT HOURS	1140

What Other States Have Done: Nevada



NSHE Student Completion and Workforce Report - Part I For Fall 2002 First Time Freshmen

Table 1.2 - Completion and Time To Degree By Program of Study, Community Colleges

Institution	Major	Number of Students By Major	Percent of Students who Earned an Associate's Degree or Certificate	Average Years to Degree For Associate's Degrees (2 Terms = 1 Year)	Of those who graduated, the % of students who completed an Associate's Degree within 100% time to degree (2 yrs)	Of those who graduated, the % of students who completed an Associate's Degree within 150% time to degree (3 yrs)	Of those who graduated, the % of students who completed an Associate's Degree within 200% time to degree (4 yrs)
		68	25.00%	5	20.00%	0.00%	20.00%
S	*		50.00%	2	100.00%	0.00%	0.00%
		8	12.50%	0	0.00%	0.00%	0.00%
		10	0.00%	0	0.00%	0.00%	0.00%
S		722	11.36%	5	5.26%	15.79%	19.74%
		60	25.00%	4.5	33.33%	0.00%	6.67%
		151	13.91%	6.5	0.00%	10.53%	31.58%
		47	8.51%	6	0.00%	50.00%	0.00%
		40	15.00%	7.5	20.00%	20.00%	0.00%
		7	14.29%	3	0.00%	100.00%	0.00%
		*	0.00%	0	0.00%	0.00%	0.00%
	BANKING AND FINANCE						
	BIOLOGICAL SCIENCE	16	18.75%	3.5	0.00%	0.00%	100.00%
	BIOTECHNOLOGY	*	0.00%	0	0.00%	0.00%	0.00%
	BOOKKEEPING	*	100.00%	0	0.00%	0.00%	0.00%
	BUILDING	10	10.00%	0	0.00%	0.00%	0.00%



NPWR Reports

NPWR's dynamic reporting functionality provides Nevadans with unprecedented insight into education and workforce outcomes. Explore the reports below to discover how NPWR is helping Nevadans make data-driven decisions.



ACT Benchmark - NEW

At NSHE institutions, ACT scores for placement into a college-level English or Mathematics course are based on the ACT College Readiness Benchmark Scores of 18 for English and 22 for Mathematics. In order to validate the ACT College Readiness Benchmark Scores at the state level, the NPWR ACT Benchmark Report provides, by state and district, the post-secondary performance of Nevada public high school graduates in remedial and college-level courses based on the highest ACT score from the senior year administration of the ACT assessment.



Average Wage by Industry

The Average Wage by Industry Report measures the highest average wages earned across Nevada. This report drills through to show wages by county and by industry for a given year.

ABC Job Training

123 North Dakota Ave, SW
 Washington, DC 12345
www.abcjobtraining.com

*Insert a description of vendor here.
 This is placeholder text and will be
 filled in with information about actual
 vendor.*

SCORECARD

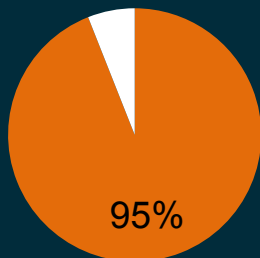
Overall Rating:



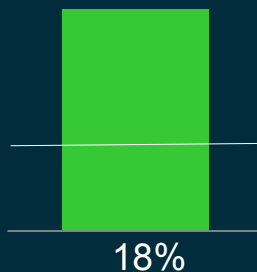
(3 out of 5 Stars)

Population(s) Served	Occupation Type	Credential(s) Earned	Program Cost	Completion Time
 Adults	 Electrician	 Electrician I Certificate	 \$500/person	 12 months (avg)

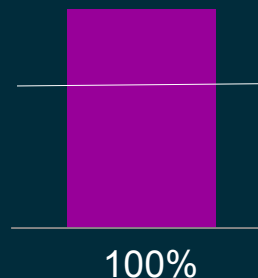
Completion Rate



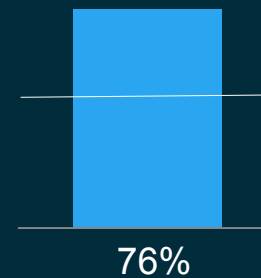
Gained Unsubsidized Employment Six (6) Months After Training



Increase in Average Wages Six (6) Months After Training



Customer Satisfaction Survey (Average Rating)



Next Steps

Population(s) Served



This data is available.

Occupation Type



This data has not been validated and cannot be provided for the employment type of the participant after leaving the program.

Completion Time



Do not have a common definition across agencies.

Credential(s) Earned



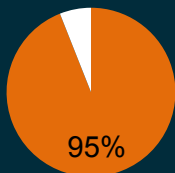
This data is available.

Program Cost



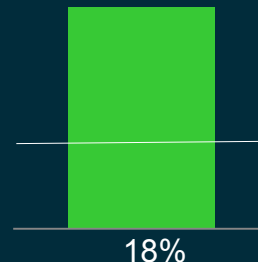
This data is available.

Completion Rate



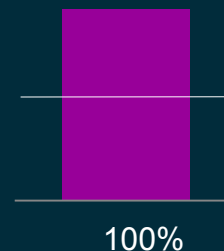
Without a common definition across agencies may not be comparable.

Gained Unsubsidized Employment Six (6) Months After Training



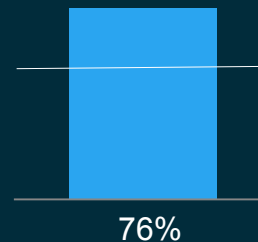
Would not include federal employees, or those employed in VA or MD.

Increase in Average Wages Six (6) Months After Training



Can only be based off of quarterly wage data from UI database.

Customer Satisfaction Survey (Average Rating)



A survey would have to be developed in order to share a customer satisfaction measure.





Next Steps: Major Steps for Implementation

- ◆ Agreement on measures
- ◆ Implementation timeline and funding analysis
- ◆ Work with vendors to socialize idea and measures
- ◆ Data collection, sharing and analysis
- ◆ Update of contracts
- ◆ Website development
- ◆ Others?





Reply to the attention of: 2-ORA-LM-jb
Ser #: FY17-152

March 28, 2017

ATTACHMENT M

Courtney Snowden
Deputy Mayor for Greater Economic Opportunity
Government of the District of Columbia
2235 Shannon Place SE
Washington, DC 20020

Dear Deputy Mayor Snowden:

I am writing this letter to provide you an analysis of reports the District of Columbia submitted for U.S. Department of Labor Employment and Training Administration (ETA) programs operated by the District, as well as summary information for activities undertaken by ETA and the District in the past quarter. The information in the reports reflects the quarter ending December 31, 2016.

On February 10, 2017, ETA was asked by a staff member representing the District's City Council to provide information about ETA programs and an overview of the activities undertaken to address the District's High-Risk status for several funding streams. We provided the briefing and also alerted your staff of the occurrence. One concern raised was the sharing of information sent by our office with interested members of the District City Council. I want to remind you that ETA has no prohibition for sharing information from our office. My office supports the sharing of information, including our correspondence with parties within the District's governance structure, as necessary, to effectively manage the programs.

During this current quarter, there have been several discussions among ETA staff and staff from the DC Department of Employment Services (DOES) regarding the corrective action plan (CAP) in place to improve program services and performance. There has been progress in the enrollment of youth into the Workforce Innovation and Opportunity Act (WIOA) Youth program for several quarters. It is hoped that this will continue and that ultimately there will be a close coordination with other investments in the District for serving youth, including funding made available by the DC City Council. The District is reminded to ensure that case managers document all activities for WIOA participants' Individualized Service Strategy (ISS) activities and exits appropriately, in accordance with WIOA regulations and guidance. Expenditures for the District's WIOA Local Youth funds increased by \$407,656 during the quarter ending December 31, 2016, though overall expenditures remain low. The District has expended 80 percent of its Program Year (PY) 2014 allocation of \$2,003,274 and 6 percent of its PY 2015 allocation of \$2,077,014. ***In response to this letter, please advise ETA the reason for the continued low expenditures, and plans to be undertaken in the next quarter to improve them.***

One of the sanctions implemented in the High-Risk designation letter dated December 28, 2015 was the submission of monthly progress reports to outline progress made in meeting the CAP milestones. In the original CAP, ETA required Strategies for Improving Accurate Program and Fiscal Reporting/Reconciliation. On December 5, 2016, ETA renegotiated the CAP with the

District and, along with it, the actions to improve accurate fiscal reporting and reconciliation were retained.

In my letter dated September 28, 2016, I noted that “during the review of quarterly reports for the quarter ending June 30, 2016, the District continues to have issues with preparing accurate financial reports to substantiate its expenditures.” This was followed by a phone call with District staff where it was explained that the monthly financial reports required by the High Risk sanction outlined above cannot be reconciled with quarterly reports that cover the same period.

The District’s latest quarterly expenditures by funding stream, provided as part of cost-pool analysis submission, did not reconcile to the District’s ETA 9130 reporting of quarterly expenses. After notification by ETA, the District provided an updated reconciliation. The updated reconciliation disclosed that the District failed to include some items in its original reconciliation and under-reported \$152,449 of expenses on its PY 2016/Fiscal Year (FY) 2017 2017 Local Adult ETA 9130 report. The District resubmitted this ETA 9130 to reflect the additional expenses, and the quarterly expenses now reconcile.

In response to this letter, ETA is requesting that the District submit a formal rationale for the continued disparity between the reports at submission. Additionally, it is requested that, at the submission of the quarterly reports for the quarter ending March 31, 2017, the District submit a formal reconciliation for the monthly reports submitted January, February and March 2017, and the quarterly report for the same period.

Unemployment Insurance (UI)

ETA requested the monthly DOES Watchdog Report from January 2015 through January 2017 in order to provide updated information for an outstanding audit finding from the Office of Inspector General Audit #03-14-003-315. This report is used by DOES to prevent District employees from wrongly receiving UI benefits.

We also understand that DOES Acting Director, Odie Donald, met with the DOES UI Modernization staff on March 10, 2017 to decide next steps for the project. Please keep us apprised of any related decisions.

Lastly, ETA issued a UI monitoring report to the District on February 17, 2017 with nine findings and five concerns. The District’s response was received March 20, 2017 and is being reviewed by ETA.

Other WIOA Expenditures

The District’s expenditures for Statewide Workforce Investment Activities remain low. The District expended 86 percent of its PY 2014 allocation of \$630,679; 19 percent of its PY 2015 allocation of \$787,094; and three percent of its PY 2016 allocation of \$1,557,706. Earlier this month, in response to our July 2016 monitoring, ETA accepted the corrective action the District put in place regarding its expending of Statewide Workforce Investment funds. ETA expects that the District will continue its work in addressing this issue.

Comments submitted on the March 31, 2016 and the June 30, 2016 9130 financial reports revealed that the District cumulatively expended \$12,299 of the \$144,521 allocation from the PY 2014 WIA funds available for transitional activities, as described in section 503(g) of WIOA and outlined in Training and Employment Guidance Letter (TEGL) 12-14, dated October 28, 2014.

Please confirm that the amount spent on WIOA transition activities, as prescribed under WIOA section 503(g) and outlined under TEGL 12-14, has been accurately reported.

Additionally, the District was awarded a Dislocated Worker National Reserve grant for WIOA transition activities with a period of performance from July 1, 2015 to June 30, 2018. ETA noted no expenditures until the quarter ending September 30, 2016 when expenditures totaled \$42,548. The current quarter shows no expenditures again. With 63 percent of the grant funds left unexpended, the District is reminded that these funds were provided for WIOA transition activities that should largely be completed.

The District has expended PY 2016 and PY 2015 WIOA funds without exhausting previous year's funds. The District is reminded that WIOA regulation 663.110 (a) states, "unless otherwise authorized in a grant or cooperative agreement or subsequent modification, recipients must expend funds with the shortest period of availability."

Finally, I want to draw your attention to the enclosure with this letter, which lists ETA discretionary investments in your state. I hope this information will help you leverage available resources to maximize the impact of your workforce system on the District's communities and economy.

New Funding

The following is a listing of funding issued to the State during the quarter ending December 31, 2016. Please share this with your financial staff to allow them to reconcile with the Notices of Obligation (NOO) they have received.

Funding Stream		Funding Amount
Unemployment Insurance		
FY 2016 Quarter 4 Above Base Earnings for State Administration		\$188,836
FY 2017 Base Administration		\$5,898,200
FY 2016 Supplemental Budget Request for Integrity and/or Consortium Projects		\$500,000
Workforce Innovation and Opportunity Act		
PY 2016/ FY 2017 WIOA Adult	Local	\$2,088,476
	State	\$368,555
PY 2016/ FY 2017 WIOA Dislocated Worker	Local	\$3,015,913
	State	\$565,484
PY 2016/ FY 2017 Rapid Response		\$188,495
TOTAL NEW FUNDING		\$12,813,959

Conclusion

There are three areas in this letter that require a formal response. Please submit the response within 30 days of receipt.

If you have any questions regarding this letter, please call me directly at 215-861-5204.

Sincerely,

A handwritten signature in black ink, appearing to read "Leo Miller", written in a cursive style.

LEO MILLER
Regional Administrator

cc: Odie Donald, II

**ETA DISCRETIONARY INVESTMENTS
IN THE DISTRICT OF COLUMBIA
AS-OF 3/22/17**

AMERICAN APPRENTICESHIP INITIATIVE

- **International Brotherhood of Teamsters:** (\$4,668,382); 10/1/2015–9/30/2020
This grant provides 1060 participants with registered apprenticeship enrollment and placement in the Truck Transportation Industry.

RE-ENTRY EMPLOYMENT OPPORTUNITIES (FACE FORWARD)

- **Institute for Educational Leadership, Inc.:** (\$4,999,937); 7/1/2015–9/30/2018
This grant serves 1000 court-involved youth and provides individualized education, training, and workforce development opportunities to juvenile offenders, ages 14 and up, who are returning to and currently residing in high-poverty, high-crime communities.

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM

- **District of Columbia Department of Employment Services:** (\$500,281); 7/1/2016–6/30/2017
This grant provides 52 unemployed, low-income seniors, aged 55 and over, with training to acquire skills necessary to secure employment.
- **AARP Foundation Programs:** (\$54,263,943); 7/1/2016–6/30/2017
Headquartered in DC. This national grant provides 5,084 unemployed, low-income seniors, aged 55 and over, with training to acquire skills necessary to secure employment. AARP operates in the following states: AR, CO, FL, GA, IN, IA, KY, MO, NV, OH, OK, PA, TX, VA, WA and PR.
- **National Caucus and Center on Black Aged:** (\$17,638,734); 7/1/2016–6/30/2017
Headquartered in DC. This national grant provides 2,696 unemployed, low-income seniors, aged 55 and over, with training to acquire skills necessary to secure employment. NCBA operates in the states of AR, DC, FL, IL, MI, MS, NC, & OH.

TRADE ADJUSTMENT ASSISTANCE COMMUNITY COLLEGE AND CAREER TRAINING

- **University of the District of Columbia Community College (Round 3):** (\$2,507,462); 10/1/2013–9/30/2017
The grant serves TAA eligible, dislocated, and incumbent workers, to enter into and advance in construction and hospitality careers. The program will train District residents in occupations ranging from construction to inspection of commercial and residential facilities as well as leverage existing programs to broaden the range of hospitality and tourism related occupational training.
- **University of the District of Columbia Community College (Round 4):** (\$2,394,110); 10/1/2013–9/30/2018
This project provides career pathways, contextualized learning, and accelerated credential completion in the hospitality and healthcare industries to 280 individuals in the DC area.

**ETA DISCRETIONARY INVESTMENTS
IN THE DISTRICT OF COLUMBIA
AS-OF 3/22/17**

YOUTHBUILD

- **Sasha Bruce Youthwork, Inc.:** (\$1,099,324); 8/11/2014–12/10/2017
The YouthBuild grant targets 60 high school drop-outs in the District of Columbia, between the ages of 17 and 24. The program assists youth in earning their GEDs and receiving technical skills training leading to the attainment of an industry recognized credential, while participating in hands-on construction work. This grant also offers training for positions as office clerks and receptionists through customer service training.

- **Latin American Youth Center YouthBuild Public Charter School** (\$1,100,000); 10/1/2015–1/31/2019
The program provides education, construction occupational skills training, employment placement and leadership development activities to 102 youth ages 16-24. The academic program contains ESL classes and participants work toward receiving a GED.

U.S. Department of Labor

Employment and Training Administration
The Curtis Center, Suite 825 East
170 S. Independence Mall West
Philadelphia, Pennsylvania 19106-3315
www.region02.doleta.gov



Reply to the attention of: 2-ORA-LM.jb
Serial # FYI7-289

September 26, 2017

Courtney Snowden
Deputy Mayor for Greater Economic Opportunity
Government of the District of Columbia
2235 Shannon Place SE
Washington, DC 20020

Dear Deputy Mayor Snowden:

I am writing this letter to provide you an analysis of reports the District of Columbia (the District) submitted for U.S. Department of Labor Employment and Training Administration (ETA) programs, as well as to summarize information for activities undertaken by ETA and the District in the past quarter. The information in the reports reflects the quarter ending June 30, 2017.

Before I turn to the analysis, I would like to congratulate the District on the recent removal of the High Risk designation from your ETA funded grants. As indicated in Laura Watson's September 7, 2017 letter, the District has successfully worked to remediate the issues identified in January 2012, and again in December 2015, that led to your High-Risk designation. This is a big achievement that was accomplished because of the hard work of you and your team. ETA believes that the infrastructure that we set up with calls and document reviews netted a lot of positive outcomes. If you would like to continue with periodic, planned technical assistance calls and document review, please let us know.

Additionally, in my June 2017 letter, I reminded the District of several important key Workforce Innovation and Opportunity Act (WIOA) deadlines that were approaching on July 1, 2017. Since July 1, 2017, ETA has been reviewing the District's activities in meeting the various deadlines and will submit, under separate cover, a monitoring report to the District concerning the outcome of this review.

Analysis

WIOA/Workforce Programs

As of June 30, 2017, the District reported very low work based experience expenditures on its Program Year (PY) 2015 and none on the PY 2016 quarterly Local Youth ETA-9130 financial reports. WIOA sec. 129(c)(4) states that local areas **must** spend a minimum of 20 percent of non-administrative youth funds on work experience.

The District was awarded a Dislocated Worker National Reserve grant of \$144,366 to be used for priority WIOA-implementation activities. For the quarter ending June 30, 2017, the ETA-9130 financial report showed no new expenditures despite the March 31, 2017 Quarterly Letter response mentioning contractor fees being reflected in June's fiscal reporting. Overall obligations are \$112,524 of which \$69,975 remain unexpended. With the period-of-performance ending May 31, 2018, and ETA's past concerns of slow spending, we expect that the obligations result in expenditures in the near future.

Unemployment Insurance (UI) Programs

In the June 2017 quarterly letter, I reported that Department of Employment Services (DOES) provided the requested additional records for 51 employees on the Monthly Watchdog Report and that ETA was currently reviewing all documentation provided by the District. In August 2017, ETA conducted an on-site fact finding visit to obtain additional knowledge of DOES's process. ETA was not able to obtain all of the information needed to review these processes, and is planning to conduct an additional on-site review in November 2017.

Additionally, ETA notes that although the District's Information Technology (IT) staff was working on addressing problems with the District's Benefit Accuracy Measurement Denied Accuracy Monetary Comparison sampling, the issue is still outstanding. The District should continue its efforts in correcting this IT issue.

New Funding

Below is the listing of funding issued to the District during the quarter ending June 30, 2017.

Funding Stream		Funding Amount
Unemployment Insurance		
Fiscal Year (FY) 2017 - State Administration		\$3,931,872
FY 2017 Quarter 2 Above Base - State Administration		\$126,508
FY 2017 Supplemental Budget Request - Reemployment Services and Eligibility Assessment		\$236,236
Workforce Innovation and Opportunity Act		
FY 2017 Adult - Restoration of Advance Funding For PY 2016	Local	\$4,004
	State	\$706
FY 2017 Dislocated Worker - Restoration of Advance Funding For PY 2016	Local	\$4,336
	State	\$1,084
	Rapid Response	\$1,807
TOTAL NEW FUNDING		\$4,306,553

Conclusion

There is nothing in this letter that requires a response from the District. If the District wishes to hold periodic technical assistance calls and document review, please let us know.

If you have any questions regarding this letter, please call me directly at 215-861-5204.

Sincerely,



LEO MILLER
Regional Administrator

cc: Odie Donald II



Reply to the attention of: 2-ORA-LM-jb
Ser #: FY17-221

June 26, 2017

Courtney Snowden
Deputy Mayor for Greater Economic Opportunity
Government of the District of Columbia
2235 Shannon Place SE
Washington, DC 20020

Dear Deputy Mayor Snowden:

I am writing this letter to provide you an analysis of reports the District of Columbia submitted for U.S. Department of Labor Employment and Training Administration (ETA) programs operated by the District, as well as summarize information for activities undertaken by ETA and the District in the past quarter. The information in the reports reflects the quarter ending March 31, 2017.

Before I turn to the analysis, I would like to remind you of several important key Workforce Innovation and Opportunity Act (WIOA) deadlines that are approaching.

- **Competitive Selection of One-Stop Operators:** As of July 1, 2017, all existing and new one-stop operators must have been selected using a competitive process.
- **Certification of Comprehensive One-Stop Centers and Affiliate One-Stop Centers:** June 30, 2017 is the deadline for completion of the one stop certification process.
- **Memorandums of Understanding and Infrastructure Funding of the One-Stop Delivery System:** As of July 1, 2017, the Memorandum of Understanding (MOU) for Program Year (PY) 2017, between all Local Workforce Development Boards (Local WDB) and one-stop partners, must be in place, with the exception of the final infrastructure funding agreement (IFA), which is due on January 1, 2018.
- **Obligation of PY 2016 Dislocated Worker Funds:** As of June 30, 2017, you must obligate 80 percent of your PY 2016 Dislocated Worker funding.
- **Required Youth Program Expenditures:** WIOA requires a minimum expenditure rate for local youth funds of twenty percent of non-administrative funds on work experience. As of June 30, 2017, your PY 2015 funds must meet this requirement.

In addition to the above deadlines, I would like to remind you of new reporting requirements for WIOA Adult and Dislocated Worker funds. Specifically, please note the requirement of reporting your expenditures for transitional jobs and expenditures for incumbent worker training, which are capped at 20 percent and 10 percent of your allocation, respectively.

I also want you to remind you that ETA, Region 2 is hosting a joint state leader's meeting with ETA's Region 5 staff and states in Cleveland, Ohio August 22-23, 2017. ETA is planning a robust conversation concerning strategies for impacting distressed areas, regional planning and regionalism as well as sharing updates from all of the states in attendance. It is an exciting

agenda that will offer our participants an opportunity to share and learn from peers in and out of our region. There is information concerning this meeting attached to the letter. As indicated in the materials, please respond to R2Events@DOL.gov with the number of people attending the meeting and their names.

Finally, ETA is updating its listing of state properties in which it has equity. *In response to this letter, we ask that the District review the attached property list and indicate if it is correct or if updates are necessary. If updates are required, please provide the updates in your response to ETA.*

WIOA/Workforce

Dislocated Worker National Reserve Grant expenditures remain low. The District was awarded this grant to assist with the transition to WIOA. The District contracted for services in support of the Dislocated Worker National Reserve Grant, and fully expects that the remaining balance will be fully exhausted by the end of the current fiscal year (FY).

Reports submitted for March 2017 indicate that the District has robust spending in its Adult program and slower spending in its Dislocated Worker Program. The District is reminded that up to 100 percent of the Local Dislocated Worker funding can be transferred to the Adult program and vice versa.

The District of Columbia reported no work based experience expenditures on its PY 2015 and PY 2016 quarterly Local Youth financial reports. WIOA sec. 129(c)(4) states that local areas **must** spend a minimum of 20 percent of non-administrative youth funds on work experience.

As of March 31, 2017, the District of Columbia reported it expended \$160,482 (55 percent) of its PY 2016 Workforce Information Grants to States allocation of \$291,253. This is an increase from 26 percent last quarter. The grant expires on September 30, 2019.

As of March 31, 2017, the District's Trade Adjustment Assistance (TAA) Program does not have any known programmatic issues. However, due to low trade-activity it has been projected that FY 2015 funds will be returned.

Unemployment Insurance (UI)

The District provided the Monthly UI Watchdog Report for January 2015 to January 2017. The report shows employees of the District government that appear to have received UI benefits while employed. ETA requested additional records for 51 employees on the list. ETA is currently reviewing all documentation provided by the District.

The District reported progress as required for its UI program. It is notable that Nonmonetary Separation Quality was 90.3 percent in the quarter and 82.2 percent for the year, exceeding the 75 percent federal standard. This is an improvement, in that the District did not pass this core measure during the previous year. The District's Detection of Overpayment performance measure was also achieved this year after missing the standard for this measure for the past several years.

New Funding

Below is the listing of funding issued to the State during the quarter ending March 31, 2017.

Funding Stream		Funding Amount
Unemployment Insurance		
FY 2017 Quarter 1 Above Base Earnings for State Administration		\$117,471
FY 2017 Base State Administration		\$1,278,000
FY 2017 Supplemental Budget Request - Reemployment Services and Eligibility Assessment		\$359,952
Workforce Innovation and Opportunity Act		
FY 2017 Adult - Previous reduction of .496 percent amended to .1901 percent for FY 2017 Advanced Funding	Local	\$6,441
	State	\$1,137
FY 2017 Dislocated Worker - Previous reduction of .496 percent amended to .1901 percent for FY 2017 Advanced Funding	Local	\$9,303
	State	\$1,744
	Rapid Response	\$582
FY 2017 Dislocated Worker - Recapture and Re-allotment of Funds	Local	\$2,226
	State	\$417
	Rapid Response	\$139
TOTAL NEW FUNDING		\$1,777,412

Conclusion

There is one item in this letter requiring a response. Please submit the requested information within 30 days of receipt.

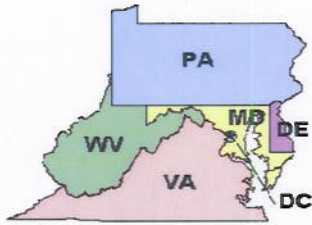
If you have any questions regarding this letter, please call me directly at 215-861-5204.

Sincerely,



LEO MILLER
Regional Administrator

cc: Odie Donald, II



RSVP for August 22-23, 2017 State Leader's Meeting

Please send RSVP to your Region's contact:

Region 2: R2Events@DOL.gov

Please provide:

State:

Attendees:

Optional Activities: If ETA were to arrange the following activities would you and your team be interested in attending? Please indicate whether interested and how many from each state.

1. Optional Pre- Meeting Exercise on the Morning Day One, August 22, 2017 - Business Leader's Panel discussion

Interested: Yes No If yes, how many people?

2. Optional Post-Meeting Exercise on Day 1- August 22, 2017 - Group Reservation for Dinner

Interested: Yes No If yes, how many people?

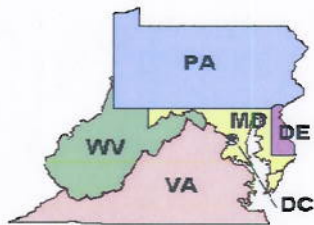
3. Optional Post- Meeting Exercise on the Afternoon Day 2, August 23, 2017 - One Stop visit in Cleveland from 3-5

- University Hospitals Worker Training programs

Interested: Yes No If yes, how many people?

- Youth Center Visit

Interested: Yes No If yes, how many people?



ETA State Leader's Meeting Regions 2 and 5 August 22-23, 2017

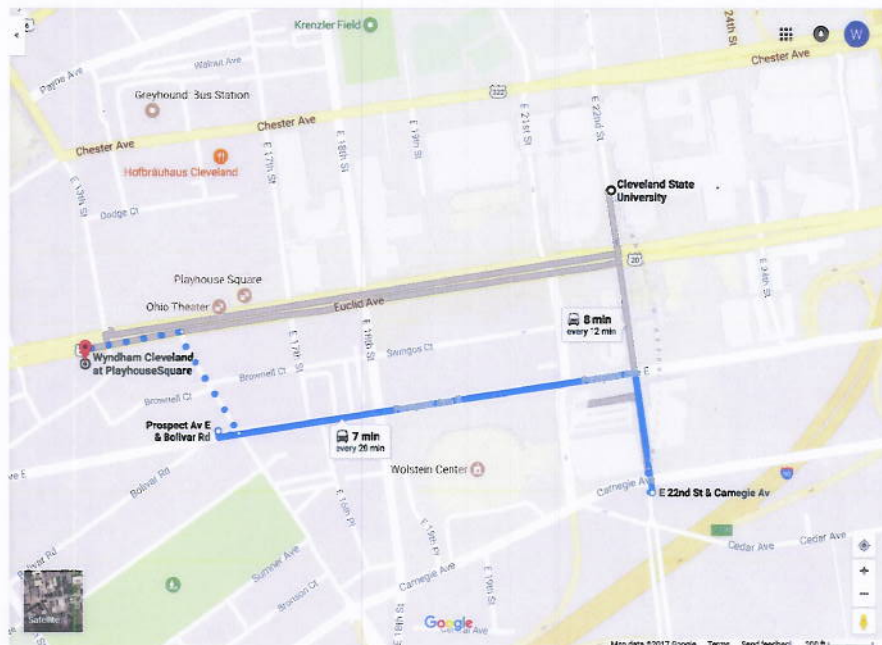
Wyndham Cleveland at Playhouse Square

For your pleasure and convenience, ETA Regions 2 and 5 created a block of rooms for this conference. Guests can call the central reservations line at **866-270-6768** and ask for the **US Department of Labor Employment & Training Administration** group block to receive the discounted group rate. Guests can also utilize an online booking link listed here: <https://www.wyndhamhotels.com/groups/us-department-of-labor-employment>

The room rate is \$115.00 per night. Room rates are subject to applicable state and local taxes: 16.50% (State 8.0%, Lodging 5.50%, and City 3.0%). All reservations for Wyndham Cleveland at Playhouse Square must be received by **08/07/2017**.

PRE-ARRIVALS / STAY OVERS:

For any guests who may wish to arrive early or depart later than indicated in the official dates, the hotel will honor the group rate for from August 21st through August 24th.



**DISTRICT OF COLUMBIA REAL PROPERTY
ETA-Philadelphia Region 2016**

BUILDING	ADDRESS	CITY	EQUITY	ADDITIONAL INFORMATION, AS NEEDED
Department of Employment Services	4058 Minnesota Avenue, NE	Washington	None reported	

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR



ODIE DONALD II
DIRECTOR

December 11, 2017

Mr. Leo Miller
Regional Administrator
U.S. Department of Labor
Employment and Training Administration (ETA)
Suite 825 East
The Curtis Center
170 South Independence Mall West
Philadelphia, PA 19106

Dear Mr. Leo Miller:

I am writing this letter to provide key insights related to the work based experience expenditures referenced in the September 26, 2017 USDOL ETA Quarterly Letter. While no response was required, I believe it beneficial to specifically highlight the District's efforts and plans around meeting the requirements of WIOA sec. 129(c)(4). The Department of Employment Services (DOES) received \$2,623,429.80 for the WIOA Youth Local PY16 grant. DOES is on target to meet the required 20% (\$524,685.96) Work Experience (WE) cost prior to the end of the applicable program year.

The most recent 9130 report showed \$578,003.07 of expenditures as of 9/30/17, which were all related to OSY and not to work experience (WEX). The District has reviewed TEG-8-15 and TEG-23-14 to ensure that costs related to WEX are appropriately reported. As a result, we are currently working to review the categories within personal services and non-personal services in order to ensure our view of WEX is as broad as possible to best capture all efforts and expenditures.

We believe it noteworthy that this program year marks the first time, in recent history, that the District will not take the full three years allowed to expend WIOA Youth funding. The District credits technical assistance provided by ETA Region 2, for assisting the District in aligning our resources with the strategic administration of impactful programming to achieve this milestone. Based on the current plan, PY16 will be fully obligated/expended by 6/30/18 and the agency will fully obligate PY17 by 9/30/18.

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR



ODIE DONALD II
DIRECTOR

A significant part of the District's planned efforts includes the expansion of pre-apprenticeship programming as a WEX activity. While the District is confident that we will meet all WIOA related requirements, we welcome any additional technical assistance USDOL ETA Region 2 may provide as we proceed forward.

Kindest Regards,

A handwritten signature in black ink, appearing to read "Odie Donald II".

Odie Donald II
Director

U.S. Department of Labor

Employment and Training Administration
The Curtis Center, Suite 825 East
170 S. Independence Mall West
Philadelphia, Pennsylvania 19106-3315

www.region02.doleta.gov

Reply to the attention of: 2-LM-jb
Serial # FY18-066



December 22, 2017

Courtney Snowden
Deputy Mayor for Greater Economic Opportunity
Government of the District of Columbia
2235 Shannon Place SE
Washington, DC 20020

Dear Deputy Mayor Snowden:

I am writing this letter to provide you an analysis of reports the District of Columbia (the District) submitted for U.S. Department of Labor Employment and Training Administration (ETA) programs operated by the District. The information in the reports reflects the quarter ending September 30, 2017.

Before I begin, I want to thank you for your patience with our electronic reports system. We experienced some technical difficulties that resulted in issues for grantees submitting financial reports online with normal reporting deadlines.

Included in this letter you will find our monitoring plans for the year ahead as well as a request for information regarding your own monitoring plans. We believe this will help us better coordinate our monitoring efforts.

In the area of Apprenticeship, the District appears to be making progress with the Apprenticeship Accelerator grant. The quarterly narrative report showed increased registered programs, apprenticeship sponsors, completion rates, and placements.

I wanted to take a moment to remind you that modifications to Workforce Innovation and Opportunity Act (WIOA) state plans will likely be due in mid-March 2018. The modification provides an opportunity for states to update their plans based on a variety of factors and to renegotiate performance levels based on that plan. The Departments of Labor and Education will issue joint guidance in early 2018 that will convey to states the modification requirements, submission process, and the submission deadline. Our current understanding is that the online portal will be opened in February so states can begin to make changes.

You should not anticipate that the guidance will contain significant changes, and we encourage you to begin thinking about the necessary revisions to your plan now, including considering including updates to plans that reflect emerging District priorities, changes in the labor market and economic conditions that impact implementation of the plan, and updates to performance goals as required.

I also wanted to remind you of the January 1, 2018 deadline for Infrastructure Funding Agreements (IFAs) to be in place. The deadline includes final negotiations with Job Corps as well. *In response to this letter, we are requesting a status update of efforts to negotiate IFAs with Job Corps.*

ETA understands DOES and its partners will review a draft Memorandum of Understanding (MOU)/IFA document that is expected to be approved within the next two weeks and before the deadline. If that deadline is missed, the District shared that it will implement the state funding mechanism. The approved documents will be provided to ETA thereafter.

Analysis

Trade Adjustment Assistance (TAA)

In reviewing your September 30, 2017 reports, ETA notes that the District closed out its Fiscal (FY) 2015 grant with an unexpended balance of \$109,360. ETA reminds that District that since this grant has closed that it no longer needs to submit the Trade Activity Participant Report (TAPR).

Wagner-Peyser Act

We have had several recurring errors across states in how they report Wagner-Peyser expenditures. Per section 7(a) of the Wagner Peyser Act, states may spend up to 90 percent of their funds delivering services and, per section 7(b), reserve 10 percent of the funds to provide performance incentives for public employment service offices and programs, provide services for groups with special needs, and provide for the extra costs of exemplary models for delivering services of the type described in section 7(a). I also want to remind you that the ETA-9130 financial reporting instructions for Employment Services grants require that states include a break out of their total expenditures reported on line 10e by the 7(a) – 90 percent and 7(b) – 10 percent expenditure requirements in the remark sections (line 12) of the quarterly report. If you have any questions, please contact your Federal Project Officer to arrange technical assistance for you with ETA's fiscal staff.

Unemployment Insurance (UI) Programs

A UI monitoring review of the Watchdog Crossmatch Report was performed during the week of November 27, 2017. We will continue the review over the next few weeks and will then contact the District to schedule an exit meeting.

September 30, 2017 was the date for which the District was to obligate all funds for its FY 2015 Integrity/Worker Misclassification Grant number UI-27899-15. ETA notes that the District did not obligate all funds by this deadline, and will have to return \$41,298 to the U.S. Treasury.

New Funding

Below is the listing of funding issued to the District during the quarter ending September 30, 2017:

Funding Stream		Funding Amount
Employment Services		
FY 2017 Balance of Work Opportunities Tax Credit Funding		\$28,135
Program Year 2017 State Allotment		\$2,015,455
FY 2017 Workforce Information Grants		\$290,313
Unemployment Insurance		
FY 2017 Quarter 3 Above Base - State Administration		\$112,553
FY 2017 Quarter 3 Above Base - Emergency Unemployment Compensation		\$215
Workforce Innovation and Opportunity Act		
FY 2017 Adult	Local	\$302,766
	State	\$53,429
FY 2017 Dislocated Worker	Local	\$461,767
	State	\$115,442
	Rapid Response	\$192,403
FY 2017 Youth	Local	\$2,591,418
	State	\$457,309
TOTAL NEW FUNDING		\$6,621,205

Conclusion

There are two information requests in this letter requiring a response. Please submit the following information within 30 days of receipt of this letter:

- Your FY 2018 monitoring plan; and
- Actions taken to negotiate IFAs with Job Corps

If you have any questions regarding this letter, please call me directly at 215-861-5204.

Sincerely,



LEO MILLER
Regional Administrator

Enclosure

cc: Odie Donald II

ETA Region 2 FY 2018 Work Plan – Reviews in the District of Columbia

Dates of Review	Grant Type(s)	Name of Grantee	Type of Review	# of ETA Staff
11/27/17 – 12/01/17	UI	DOES	On-Site	4
1/31/18 – 2/9/18	WIOA; W-P	DOES	EDMR (MOUs and IFA)	All
2/6/18 – 2/8/18	Apprenticeship	Int'l Brotherhood of Teamsters - AAI	On-Site	1
2/25/18 – 3/2/18	UI – BAM	DOES	EDMR	1
7/30/18 – 8/3/18	WIOA; W-P	DOES	On-Site	2

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR



ODIE DONALD II
DIRECTOR

January 26, 2018

Mr. Leo Miller
Regional Administrator
U.S. Department of Labor
Employment and Training Administration (ETA)
Suite 825 East
The Curtis Center
170 South Independence Mall West
Philadelphia, PA 19106

Dear Mr. Leo Miller:

I am writing this letter to provide key insights and responses requested in the USDOL ETA Quarterly letter to the District dated December 22, 2017. We are excited to receive the guidance to States from USDOL ETA offered in TEGl 6-17, related to modifying the WIOA State Plan. District partners will meet to discuss the modification on January 29, 2018, and begin the process of delivering this product on or before the March 15, 2018 USDOL/USDOE deadline.

As promised, District partners met in December and January to negotiate and finalize the IFA. The process for negotiating and executing the District's Infrastructure Funding Agreement (IFA) was led as a collaborative effort between the DC Department of Employment Services (DOES) and the Workforce Investment Council. To assure compliance with WIOA and its implementing regulations, contributions were provided by partners to cover the operating costs (including infrastructure costs) of the one-stop delivery system based on the partner program's proportionate use of the system and relative benefit received. The WIOA partners (inclusive of Job Corps) have now entered into an IFA that includes:

1. A one-year term, with the option to extend or renew;
2. A consolidated budget for the AJC system that includes the proportionate share of co-located partners' contributions to the costs of the infrastructure of the AJCs. Infrastructure costs of one-stop centers include non-personnel costs that are necessary for the general operation of the one-stop center, including: rental of the facilities; utilities and maintenance; equipment (including assessment-related products and assistive technology for individuals with disabilities); and technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities;

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR



ODIE DONALD II
DIRECTOR

3. An agreement that DOES will absorb the applicable Career Services costs, consisting of: basic career services, individualized career services and follow-up services.

The final document has been agreed upon and executed by partners and is being transmitted to the executive for final signature, prior to submission to USDOL ETA Region 2.

As you know, the District has made significant improvements in the administration of both local and federal workforce programs evidenced by our recent monitoring by USDOL ETA Region 2. A key component in this programmatic improvement is the alignment of monitoring and technical assistance activities. We hope to expand on these activities throughout FY18. Attached, please find the current FY18 monitoring schedule for your review. A significant part of the District's planned efforts includes the expansion of sub-recipient monitoring. While the District is confident that we will meet all WIOA related requirements, we welcome any additional technical assistance USDOL ETA Region 2 may provide as we proceed forward.

Kindest Regards,

A handwritten signature in black ink, appearing to read 'Odie Donald II'.

Odie Donald II



Reply to the attention of: 2-ORA-LM-jb
Ser #: FY17-152

March 28, 2017

Courtney Snowden
Deputy Mayor for Greater Economic Opportunity
Government of the District of Columbia
2235 Shannon Place SE
Washington, DC 20020

Dear Deputy Mayor Snowden:

I am writing this letter to provide you an analysis of reports the District of Columbia submitted for U.S. Department of Labor Employment and Training Administration (ETA) programs operated by the District, as well as summary information for activities undertaken by ETA and the District in the past quarter. The information in the reports reflects the quarter ending December 31, 2016.

On February 10, 2017, ETA was asked by a staff member representing the District's City Council to provide information about ETA programs and an overview of the activities undertaken to address the District's High-Risk status for several funding streams. We provided the briefing and also alerted your staff of the occurrence. One concern raised was the sharing of information sent by our office with interested members of the District City Council. I want to remind you that ETA has no prohibition for sharing information from our office. My office supports the sharing of information, including our correspondence with parties within the District's governance structure, as necessary, to effectively manage the programs.

During this current quarter, there have been several discussions among ETA staff and staff from the DC Department of Employment Services (DOES) regarding the corrective action plan (CAP) in place to improve program services and performance. There has been progress in the enrollment of youth into the Workforce Innovation and Opportunity Act (WIOA) Youth program for several quarters. It is hoped that this will continue and that ultimately there will be a close coordination with other investments in the District for serving youth, including funding made available by the DC City Council. The District is reminded to ensure that case managers document all activities for WIOA participants' Individualized Service Strategy (ISS) activities and exits appropriately, in accordance with WIOA regulations and guidance. Expenditures for the District's WIOA Local Youth funds increased by \$407,656 during the quarter ending December 31, 2016, though overall expenditures remain low. The District has expended 80 percent of its Program Year (PY) 2014 allocation of \$2,003,274 and 6 percent of its PY 2015 allocation of \$2,077,014. ***In response to this letter, please advise ETA the reason for the continued low expenditures, and plans to be undertaken in the next quarter to improve them.***

One of the sanctions implemented in the High-Risk designation letter dated December 28, 2015 was the submission of monthly progress reports to outline progress made in meeting the CAP milestones. In the original CAP, ETA required Strategies for Improving Accurate Program and Fiscal Reporting/Reconciliation. On December 5, 2016, ETA renegotiated the CAP with the

District and, along with it, the actions to improve accurate fiscal reporting and reconciliation were retained.

In my letter dated September 28, 2016, I noted that “during the review of quarterly reports for the quarter ending June 30, 2016, the District continues to have issues with preparing accurate financial reports to substantiate its expenditures.” This was followed by a phone call with District staff where it was explained that the monthly financial reports required by the High Risk sanction outlined above cannot be reconciled with quarterly reports that cover the same period.

The District’s latest quarterly expenditures by funding stream, provided as part of cost-pool analysis submission, did not reconcile to the District’s ETA 9130 reporting of quarterly expenses. After notification by ETA, the District provided an updated reconciliation. The updated reconciliation disclosed that the District failed to include some items in its original reconciliation and under-reported \$152,449 of expenses on its PY 2016/Fiscal Year (FY) 2017 2017 Local Adult ETA 9130 report. The District resubmitted this ETA 9130 to reflect the additional expenses, and the quarterly expenses now reconcile.

In response to this letter, ETA is requesting that the District submit a formal rationale for the continued disparity between the reports at submission. Additionally, it is requested that, at the submission of the quarterly reports for the quarter ending March 31, 2017, the District submit a formal reconciliation for the monthly reports submitted January, February and March 2017, and the quarterly report for the same period.

Unemployment Insurance (UI)

ETA requested the monthly DOES Watchdog Report from January 2015 through January 2017 in order to provide updated information for an outstanding audit finding from the Office of Inspector General Audit #03-14-003-315. This report is used by DOES to prevent District employees from wrongly receiving UI benefits.

We also understand that DOES Acting Director, Odie Donald, met with the DOES UI Modernization staff on March 10, 2017 to decide next steps for the project. Please keep us apprised of any related decisions.

Lastly, ETA issued a UI monitoring report to the District on February 17, 2017 with nine findings and five concerns. The District’s response was received March 20, 2017 and is being reviewed by ETA.

Other WIOA Expenditures

The District’s expenditures for Statewide Workforce Investment Activities remain low. The District expended 86 percent of its PY 2014 allocation of \$630,679; 19 percent of its PY 2015 allocation of \$787,094; and three percent of its PY 2016 allocation of \$1,557,706. Earlier this month, in response to our July 2016 monitoring, ETA accepted the corrective action the District put in place regarding its expending of Statewide Workforce Investment funds. ETA expects that the District will continue its work in addressing this issue.

Comments submitted on the March 31, 2016 and the June 30, 2016 9130 financial reports revealed that the District cumulatively expended \$12,299 of the \$144,521 allocation from the PY 2014 WIA funds available for transitional activities, as described in section 503(g) of WIOA and outlined in Training and Employment Guidance Letter (TEGL) 12-14, dated October 28, 2014.

Please confirm that the amount spent on WIOA transition activities, as prescribed under WIOA section 503(g) and outlined under TEGL 12-14, has been accurately reported.

Additionally, the District was awarded a Dislocated Worker National Reserve grant for WIOA transition activities with a period of performance from July 1, 2015 to June 30, 2018. ETA noted no expenditures until the quarter ending September 30, 2016 when expenditures totaled \$42,548. The current quarter shows no expenditures again. With 63 percent of the grant funds left unexpended, the District is reminded that these funds were provided for WIOA transition activities that should largely be completed.

The District has expended PY 2016 and PY 2015 WIOA funds without exhausting previous year's funds. The District is reminded that WIOA regulation 663.110 (a) states, "unless otherwise authorized in a grant or cooperative agreement or subsequent modification, recipients must expend funds with the shortest period of availability."

Finally, I want to draw your attention to the enclosure with this letter, which lists ETA discretionary investments in your state. I hope this information will help you leverage available resources to maximize the impact of your workforce system on the District's communities and economy.

New Funding

The following is a listing of funding issued to the State during the quarter ending December 31, 2016. Please share this with your financial staff to allow them to reconcile with the Notices of Obligation (NOO) they have received.

Funding Stream		Funding Amount
Unemployment Insurance		
FY 2016 Quarter 4 Above Base Earnings for State Administration		\$188,836
FY 2017 Base Administration		\$5,898,200
FY 2016 Supplemental Budget Request for Integrity and/or Consortium Projects		\$500,000
Workforce Innovation and Opportunity Act		
PY 2016/ FY 2017 WIOA Adult	Local	\$2,088,476
	State	\$368,555
PY 2016/ FY 2017 WIOA Dislocated Worker	Local	\$3,015,913
	State	\$565,484
PY 2016/ FY 2017 Rapid Response		\$188,495
TOTAL NEW FUNDING		\$12,813,959

Conclusion

There are three areas in this letter that require a formal response. Please submit the response within 30 days of receipt.

If you have any questions regarding this letter, please call me directly at 215-861-5204.

Sincerely,

A handwritten signature in black ink, appearing to read "Leo Miller", written in a cursive style.

LEO MILLER
Regional Administrator

cc: Odie Donald, II

**ETA DISCRETIONARY INVESTMENTS
IN THE DISTRICT OF COLUMBIA
AS-OF 3/22/17**

AMERICAN APPRENTICESHIP INITIATIVE

- **International Brotherhood of Teamsters:** (\$4,668,382); 10/1/2015–9/30/2020
This grant provides 1060 participants with registered apprenticeship enrollment and placement in the Truck Transportation Industry.

RE-ENTRY EMPLOYMENT OPPORTUNITIES (FACE FORWARD)

- **Institute for Educational Leadership, Inc.:** (\$4,999,937); 7/1/2015–9/30/2018
This grant serves 1000 court-involved youth and provides individualized education, training, and workforce development opportunities to juvenile offenders, ages 14 and up, who are returning to and currently residing in high-poverty, high-crime communities.

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM

- **District of Columbia Department of Employment Services:** (\$500,281); 7/1/2016–6/30/2017
This grant provides 52 unemployed, low-income seniors, aged 55 and over, with training to acquire skills necessary to secure employment.
- **AARP Foundation Programs:** (\$54,263,943); 7/1/2016–6/30/2017
Headquartered in DC. This national grant provides 5,084 unemployed, low-income seniors, aged 55 and over, with training to acquire skills necessary to secure employment. AARP operates in the following states: AR, CO, FL, GA, IN, IA, KY, MO, NV, OH, OK, PA, TX, VA, WA and PR.
- **National Caucus and Center on Black Aged:** (\$17,638,734); 7/1/2016–6/30/2017
Headquartered in DC. This national grant provides 2,696 unemployed, low-income seniors, aged 55 and over, with training to acquire skills necessary to secure employment. NCBA operates in the states of AR, DC, FL, IL, MI, MS, NC, & OH.

TRADE ADJUSTMENT ASSISTANCE COMMUNITY COLLEGE AND CAREER TRAINING

- **University of the District of Columbia Community College (Round 3):** (\$2,507,462); 10/1/2013–9/30/2017
The grant serves TAA eligible, dislocated, and incumbent workers, to enter into and advance in construction and hospitality careers. The program will train District residents in occupations ranging from construction to inspection of commercial and residential facilities as well as leverage existing programs to broaden the range of hospitality and tourism related occupational training.
- **University of the District of Columbia Community College (Round 4):** (\$2,394,110); 10/1/2013–9/30/2018
This project provides career pathways, contextualized learning, and accelerated credential completion in the hospitality and healthcare industries to 280 individuals in the DC area.

**ETA DISCRETIONARY INVESTMENTS
IN THE DISTRICT OF COLUMBIA
AS-OF 3/22/17**

YOUTHBUILD

- **Sasha Bruce Youthwork, Inc.:** (\$1,099,324); 8/11/2014–12/10/2017
The YouthBuild grant targets 60 high school drop-outs in the District of Columbia, between the ages of 17 and 24. The program assists youth in earning their GEDs and receiving technical skills training leading to the attainment of an industry recognized credential, while participating in hands-on construction work. This grant also offers training for positions as office clerks and receptionists through customer service training.

- **Latin American Youth Center YouthBuild Public Charter School** (\$1,100,000); 10/1/2015–1/31/2019
The program provides education, construction occupational skills training, employment placement and leadership development activities to 102 youth ages 16-24. The academic program contains ESL classes and participants work toward receiving a GED.

U.S. Department of Labor

Employment and Training Administration
The Curtis Center, Suite 825 East
170 S. Independence Mall West
Philadelphia, Pennsylvania 19106-3315
www.region02.doleta.gov



Reply to the attention of: 2-ORA-LM.jb
Serial # FYI7-289

September 26, 2017

Courtney Snowden
Deputy Mayor for Greater Economic Opportunity
Government of the District of Columbia
2235 Shannon Place SE
Washington, DC 20020

Dear Deputy Mayor Snowden:

I am writing this letter to provide you an analysis of reports the District of Columbia (the District) submitted for U.S. Department of Labor Employment and Training Administration (ETA) programs, as well as to summarize information for activities undertaken by ETA and the District in the past quarter. The information in the reports reflects the quarter ending June 30, 2017.

Before I turn to the analysis, I would like to congratulate the District on the recent removal of the High Risk designation from your ETA funded grants. As indicated in Laura Watson's September 7, 2017 letter, the District has successfully worked to remediate the issues identified in January 2012, and again in December 2015, that led to your High-Risk designation. This is a big achievement that was accomplished because of the hard work of you and your team. ETA believes that the infrastructure that we set up with calls and document reviews netted a lot of positive outcomes. If you would like to continue with periodic, planned technical assistance calls and document review, please let us know.

Additionally, in my June 2017 letter, I reminded the District of several important key Workforce Innovation and Opportunity Act (WIOA) deadlines that were approaching on July 1, 2017. Since July 1, 2017, ETA has been reviewing the District's activities in meeting the various deadlines and will submit, under separate cover, a monitoring report to the District concerning the outcome of this review.

Analysis

WIOA/Workforce Programs

As of June 30, 2017, the District reported very low work based experience expenditures on its Program Year (PY) 2015 and none on the PY 2016 quarterly Local Youth ETA-9130 financial reports. WIOA sec. 129(c)(4) states that local areas **must** spend a minimum of 20 percent of non-administrative youth funds on work experience.

The District was awarded a Dislocated Worker National Reserve grant of \$144,366 to be used for priority WIOA-implementation activities. For the quarter ending June 30, 2017, the ETA-9130 financial report showed no new expenditures despite the March 31, 2017 Quarterly Letter response mentioning contractor fees being reflected in June's fiscal reporting. Overall obligations are \$112, 524 of which \$69,975 remain unexpended. With the period-of-performance ending May 31, 2018, and ETA's past concerns of slow spending, we expect that the obligations result in expenditures in the near future.

Unemployment Insurance (UI) Programs

In the June 2017 quarterly letter, I reported that Department of Employment Services (DOES) provided the requested additional records for 51 employees on the Monthly Watchdog Report and that ETA was currently reviewing all documentation provided by the District. In August 2017, ETA conducted an on-site fact finding visit to obtain additional knowledge of DOES's process. ETA was not able to obtain all of the information needed to review these processes, and is planning to conduct an additional on-site review in November 2017.

Additionally, ETA notes that although the District's Information Technology (IT) staff was working on addressing problems with the District's Benefit Accuracy Measurement Denied Accuracy Monetary Comparison sampling, the issue is still outstanding. The District should continue its efforts in correcting this IT issue.

New Funding

Below is the listing of funding issued to the District during the quarter ending June 30, 2017.

Funding Stream		Funding Amount
Unemployment Insurance		
Fiscal Year (FY) 2017 - State Administration		\$3,931,872
FY 2017 Quarter 2 Above Base - State Administration		\$126,508
FY 2017 Supplemental Budget Request - Reemployment Services and Eligibility Assessment		\$236,236
Workforce Innovation and Opportunity Act		
FY 2017 Adult - Restoration of Advance Funding For PY 2016	Local	\$4,004
	State	\$706
FY 2017 Dislocated Worker - Restoration of Advance Funding For PY 2016	Local	\$4,336
	State	\$1,084
	Rapid Response	\$1,807
TOTAL NEW FUNDING		\$4,306,553

Conclusion

There is nothing in this letter that requires a response from the District. If the District wishes to hold periodic technical assistance calls and document review, please let us know.

If you have any questions regarding this letter, please call me directly at 215-861-5204.

Sincerely,



LEO MILLER
Regional Administrator

cc: Odie Donald II



Reply to the attention of: 2-ORA-LM-jb
Ser #: FY17-221

June 26, 2017

Courtney Snowden
Deputy Mayor for Greater Economic Opportunity
Government of the District of Columbia
2235 Shannon Place SE
Washington, DC 20020

Dear Deputy Mayor Snowden:

I am writing this letter to provide you an analysis of reports the District of Columbia submitted for U.S. Department of Labor Employment and Training Administration (ETA) programs operated by the District, as well as summarize information for activities undertaken by ETA and the District in the past quarter. The information in the reports reflects the quarter ending March 31, 2017.

Before I turn to the analysis, I would like to remind you of several important key Workforce Innovation and Opportunity Act (WIOA) deadlines that are approaching.

- **Competitive Selection of One-Stop Operators:** As of July 1, 2017, all existing and new one-stop operators must have been selected using a competitive process.
- **Certification of Comprehensive One-Stop Centers and Affiliate One-Stop Centers:** June 30, 2017 is the deadline for completion of the one stop certification process.
- **Memorandums of Understanding and Infrastructure Funding of the One-Stop Delivery System:** As of July 1, 2017, the Memorandum of Understanding (MOU) for Program Year (PY) 2017, between all Local Workforce Development Boards (Local WDB) and one-stop partners, must be in place, with the exception of the final infrastructure funding agreement (IFA), which is due on January 1, 2018.
- **Obligation of PY 2016 Dislocated Worker Funds:** As of June 30, 2017, you must obligate 80 percent of your PY 2016 Dislocated Worker funding.
- **Required Youth Program Expenditures:** WIOA requires a minimum expenditure rate for local youth funds of twenty percent of non-administrative funds on work experience. As of June 30, 2017, your PY 2015 funds must meet this requirement.

In addition to the above deadlines, I would like to remind you of new reporting requirements for WIOA Adult and Dislocated Worker funds. Specifically, please note the requirement of reporting your expenditures for transitional jobs and expenditures for incumbent worker training, which are capped at 20 percent and 10 percent of your allocation, respectively.

I also want you to remind you that ETA, Region 2 is hosting a joint state leader's meeting with ETA's Region 5 staff and states in Cleveland, Ohio August 22-23, 2017. ETA is planning a robust conversation concerning strategies for impacting distressed areas, regional planning and regionalism as well as sharing updates from all of the states in attendance. It is an exciting

agenda that will offer our participants an opportunity to share and learn from peers in and out of our region. There is information concerning this meeting attached to the letter. As indicated in the materials, please respond to R2Events@DOL.gov with the number of people attending the meeting and their names.

Finally, ETA is updating its listing of state properties in which it has equity. *In response to this letter, we ask that the District review the attached property list and indicate if it is correct or if updates are necessary. If updates are required, please provide the updates in your response to ETA.*

WIOA/Workforce

Dislocated Worker National Reserve Grant expenditures remain low. The District was awarded this grant to assist with the transition to WIOA. The District contracted for services in support of the Dislocated Worker National Reserve Grant, and fully expects that the remaining balance will be fully exhausted by the end of the current fiscal year (FY).

Reports submitted for March 2017 indicate that the District has robust spending in its Adult program and slower spending in its Dislocated Worker Program. The District is reminded that up to 100 percent of the Local Dislocated Worker funding can be transferred to the Adult program and vice versa.

The District of Columbia reported no work based experience expenditures on its PY 2015 and PY 2016 quarterly Local Youth financial reports. WIOA sec. 129(c)(4) states that local areas **must** spend a minimum of 20 percent of non-administrative youth funds on work experience.

As of March 31, 2017, the District of Columbia reported it expended \$160,482 (55 percent) of its PY 2016 Workforce Information Grants to States allocation of \$291,253. This is an increase from 26 percent last quarter. The grant expires on September 30, 2019.

As of March 31, 2017, the District's Trade Adjustment Assistance (TAA) Program does not have any known programmatic issues. However, due to low trade-activity it has been projected that FY 2015 funds will be returned.

Unemployment Insurance (UI)

The District provided the Monthly UI Watchdog Report for January 2015 to January 2017. The report shows employees of the District government that appear to have received UI benefits while employed. ETA requested additional records for 51 employees on the list. ETA is currently reviewing all documentation provided by the District.

The District reported progress as required for its UI program. It is notable that Nonmonetary Separation Quality was 90.3 percent in the quarter and 82.2 percent for the year, exceeding the 75 percent federal standard. This is an improvement, in that the District did not pass this core measure during the previous year. The District's Detection of Overpayment performance measure was also achieved this year after missing the standard for this measure for the past several years.

New Funding

Below is the listing of funding issued to the State during the quarter ending March 31, 2017.

Funding Stream		Funding Amount
Unemployment Insurance		
FY 2017 Quarter 1 Above Base Earnings for State Administration		\$117,471
FY 2017 Base State Administration		\$1,278,000
FY 2017 Supplemental Budget Request - Reemployment Services and Eligibility Assessment		\$359,952
Workforce Innovation and Opportunity Act		
FY 2017 Adult - Previous reduction of .496 percent amended to .1901 percent for FY 2017 Advanced Funding	Local	\$6,441
	State	\$1,137
FY 2017 Dislocated Worker - Previous reduction of .496 percent amended to .1901 percent for FY 2017 Advanced Funding	Local	\$9,303
	State	\$1,744
	Rapid Response	\$582
FY 2017 Dislocated Worker - Recapture and Re-allotment of Funds	Local	\$2,226
	State	\$417
	Rapid Response	\$139
TOTAL NEW FUNDING		\$1,777,412

Conclusion

There is one item in this letter requiring a response. Please submit the requested information within 30 days of receipt.

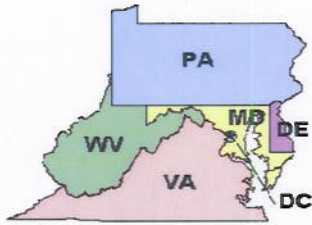
If you have any questions regarding this letter, please call me directly at 215-861-5204.

Sincerely,



LEO MILLER
Regional Administrator

cc: Odie Donald, II



RSVP for August 22-23, 2017 State Leader's Meeting

Please send RSVP to your Region's contact:

Region 2: R2Events@DOL.gov

Please provide:

State:

Attendees:

Optional Activities: If ETA were to arrange the following activities would you and your team be interested in attending? Please indicate whether interested and how many from each state.

1. Optional Pre- Meeting Exercise on the Morning Day One, August 22, 2017 - Business Leader's Panel discussion

Interested: Yes No If yes, how many people?

2. Optional Post-Meeting Exercise on Day 1- August 22, 2017 – Group Reservation for Dinner

Interested: Yes No If yes, how many people?

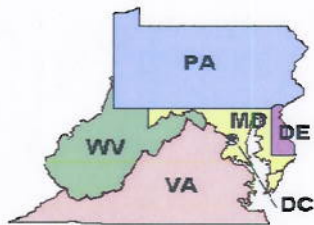
3. Optional Post- Meeting Exercise on the Afternoon Day 2, August 23, 2017 - One Stop visit in Cleveland from 3-5

- University Hospitals Worker Training programs

Interested: Yes No If yes, how many people?

- Youth Center Visit

Interested: Yes No If yes, how many people?



ETA State Leader's Meeting Regions 2 and 5 August 22-23, 2017

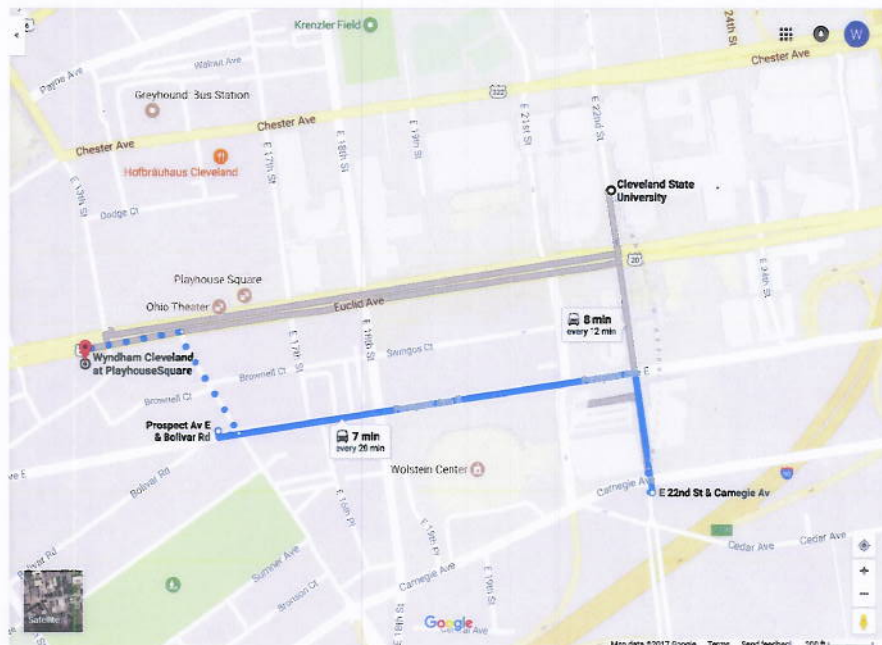
Wyndham Cleveland at Playhouse Square

For your pleasure and convenience, ETA Regions 2 and 5 created a block of rooms for this conference. Guests can call the central reservations line at **866-270-6768** and ask for the **US Department of Labor Employment & Training Administration** group block to receive the discounted group rate. Guests can also utilize an online booking link listed here: <https://www.wyndhamhotels.com/groups/us-department-of-labor-employment>

The room rate is \$115.00 per night. Room rates are subject to applicable state and local taxes: 16.50% (State 8.0%, Lodging 5.50%, and City 3.0%). All reservations for Wyndham Cleveland at Playhouse Square must be received by **08/07/2017**.

PRE-ARRIVALS / STAY OVERS:

For any guests who may wish to arrive early or depart later than indicated in the official dates, the hotel will honor the group rate for from August 21st through August 24th.



**DISTRICT OF COLUMBIA REAL PROPERTY
ETA-Philadelphia Region 2016**

BUILDING	ADDRESS	CITY	EQUITY	ADDITIONAL INFORMATION, AS NEEDED
Department of Employment Services	4058 Minnesota Avenue, NE	Washington	None reported	

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR



ODIE DONALD II
DIRECTOR

December 11, 2017

Mr. Leo Miller
Regional Administrator
U.S. Department of Labor
Employment and Training Administration (ETA)
Suite 825 East
The Curtis Center
170 South Independence Mall West
Philadelphia, PA 19106

Dear Mr. Leo Miller:

I am writing this letter to provide key insights related to the work based experience expenditures referenced in the September 26, 2017 USDOL ETA Quarterly Letter. While no response was required, I believe it beneficial to specifically highlight the District's efforts and plans around meeting the requirements of WIOA sec. 129(c)(4). The Department of Employment Services (DOES) received \$2,623,429.80 for the WIOA Youth Local PY16 grant. DOES is on target to meet the required 20% (\$524,685.96) Work Experience (WE) cost prior to the end of the applicable program year.

The most recent 9130 report showed \$578,003.07 of expenditures as of 9/30/17, which were all related to OSY and not to work experience (WEX). The District has reviewed TEG-8-15 and TEG-23-14 to ensure that costs related to WEX are appropriately reported. As a result, we are currently working to review the categories within personal services and non-personal services in order to ensure our view of WEX is as broad as possible to best capture all efforts and expenditures.

We believe it noteworthy that this program year marks the first time, in recent history, that the District will not take the full three years allowed to expend WIOA Youth funding. The District credits technical assistance provided by ETA Region 2, for assisting the District in aligning our resources with the strategic administration of impactful programming to achieve this milestone. Based on the current plan, PY16 will be fully obligated/expended by 6/30/18 and the agency will fully obligate PY17 by 9/30/18.

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR



ODIE DONALD II
DIRECTOR

A significant part of the District's planned efforts includes the expansion of pre-apprenticeship programming as a WEX activity. While the District is confident that we will meet all WIOA related requirements, we welcome any additional technical assistance USDOL ETA Region 2 may provide as we proceed forward.

Kindest Regards,

A handwritten signature in black ink, appearing to read "Odie Donald II".

Odie Donald II
Director

U.S. Department of Labor

Employment and Training Administration
The Curtis Center, Suite 825 East
170 S. Independence Mall West
Philadelphia, Pennsylvania 19106-3315

www.region02.doleta.gov

Reply to the attention of: 2-LM-jb
Serial # FY18-066



December 22, 2017

Courtney Snowden
Deputy Mayor for Greater Economic Opportunity
Government of the District of Columbia
2235 Shannon Place SE
Washington, DC 20020

Dear Deputy Mayor Snowden:

I am writing this letter to provide you an analysis of reports the District of Columbia (the District) submitted for U.S. Department of Labor Employment and Training Administration (ETA) programs operated by the District. The information in the reports reflects the quarter ending September 30, 2017.

Before I begin, I want to thank you for your patience with our electronic reports system. We experienced some technical difficulties that resulted in issues for grantees submitting financial reports online with normal reporting deadlines.

Included in this letter you will find our monitoring plans for the year ahead as well as a request for information regarding your own monitoring plans. We believe this will help us better coordinate our monitoring efforts.

In the area of Apprenticeship, the District appears to be making progress with the Apprenticeship Accelerator grant. The quarterly narrative report showed increased registered programs, apprenticeship sponsors, completion rates, and placements.

I wanted to take a moment to remind you that modifications to Workforce Innovation and Opportunity Act (WIOA) state plans will likely be due in mid-March 2018. The modification provides an opportunity for states to update their plans based on a variety of factors and to renegotiate performance levels based on that plan. The Departments of Labor and Education will issue joint guidance in early 2018 that will convey to states the modification requirements, submission process, and the submission deadline. Our current understanding is that the online portal will be opened in February so states can begin to make changes.

You should not anticipate that the guidance will contain significant changes, and we encourage you to begin thinking about the necessary revisions to your plan now, including considering including updates to plans that reflect emerging District priorities, changes in the labor market and economic conditions that impact implementation of the plan, and updates to performance goals as required.

I also wanted to remind you of the January 1, 2018 deadline for Infrastructure Funding Agreements (IFAs) to be in place. The deadline includes final negotiations with Job Corps as well. *In response to this letter, we are requesting a status update of efforts to negotiate IFAs with Job Corps.*

ETA understands DOES and its partners will review a draft Memorandum of Understanding (MOU)/IFA document that is expected to be approved within the next two weeks and before the deadline. If that deadline is missed, the District shared that it will implement the state funding mechanism. The approved documents will be provided to ETA thereafter.

Analysis

Trade Adjustment Assistance (TAA)

In reviewing your September 30, 2017 reports, ETA notes that the District closed out its Fiscal (FY) 2015 grant with an unexpended balance of \$109,360. ETA reminds that District that since this grant has closed that it no longer needs to submit the Trade Activity Participant Report (TAPR).

Wagner-Peyser Act

We have had several recurring errors across states in how they report Wagner-Peyser expenditures. Per section 7(a) of the Wagner Peyser Act, states may spend up to 90 percent of their funds delivering services and, per section 7(b), reserve 10 percent of the funds to provide performance incentives for public employment service offices and programs, provide services for groups with special needs, and provide for the extra costs of exemplary models for delivering services of the type described in section 7(a). I also want to remind you that the ETA-9130 financial reporting instructions for Employment Services grants require that states include a break out of their total expenditures reported on line 10e by the 7(a) – 90 percent and 7(b) – 10 percent expenditure requirements in the remark sections (line 12) of the quarterly report. If you have any questions, please contact your Federal Project Officer to arrange technical assistance for you with ETA's fiscal staff.

Unemployment Insurance (UI) Programs

A UI monitoring review of the Watchdog Crossmatch Report was performed during the week of November 27, 2017. We will continue the review over the next few weeks and will then contact the District to schedule an exit meeting.

September 30, 2017 was the date for which the District was to obligate all funds for its FY 2015 Integrity/Worker Misclassification Grant number UI-27899-15. ETA notes that the District did not obligate all funds by this deadline, and will have to return \$41,298 to the U.S. Treasury.

New Funding

Below is the listing of funding issued to the District during the quarter ending September 30, 2017:

Funding Stream		Funding Amount
Employment Services		
FY 2017 Balance of Work Opportunities Tax Credit Funding		\$28,135
Program Year 2017 State Allotment		\$2,015,455
FY 2017 Workforce Information Grants		\$290,313
Unemployment Insurance		
FY 2017 Quarter 3 Above Base - State Administration		\$112,553
FY 2017 Quarter 3 Above Base - Emergency Unemployment Compensation		\$215
Workforce Innovation and Opportunity Act		
FY 2017 Adult	Local	\$302,766
	State	\$53,429
FY 2017 Dislocated Worker	Local	\$461,767
	State	\$115,442
	Rapid Response	\$192,403
FY 2017 Youth	Local	\$2,591,418
	State	\$457,309
TOTAL NEW FUNDING		\$6,621,205

Conclusion

There are two information requests in this letter requiring a response. Please submit the following information within 30 days of receipt of this letter:

- Your FY 2018 monitoring plan; and
- Actions taken to negotiate IFAs with Job Corps

If you have any questions regarding this letter, please call me directly at 215-861-5204.

Sincerely,



LEO MILLER
Regional Administrator

Enclosure

cc: Odie Donald II

ETA Region 2 FY 2018 Work Plan – Reviews in the District of Columbia

Dates of Review	Grant Type(s)	Name of Grantee	Type of Review	# of ETA Staff
11/27/17 – 12/01/17	UI	DOES	On-Site	4
1/31/18 – 2/9/18	WIOA; W-P	DOES	EDMR (MOUs and IFA)	All
2/6/18 – 2/8/18	Apprenticeship	Int'l Brotherhood of Teamsters - AAI	On-Site	1
2/25/18 – 3/2/18	UI – BAM	DOES	EDMR	1
7/30/18 – 8/3/18	WIOA; W-P	DOES	On-Site	2

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR



ODIE DONALD II
DIRECTOR

January 26, 2018

Mr. Leo Miller
Regional Administrator
U.S. Department of Labor
Employment and Training Administration (ETA)
Suite 825 East
The Curtis Center
170 South Independence Mall West
Philadelphia, PA 19106

Dear Mr. Leo Miller:

I am writing this letter to provide key insights and responses requested in the USDOL ETA Quarterly letter to the District dated December 22, 2017. We are excited to receive the guidance to States from USDOL ETA offered in TEGL 6-17, related to modifying the WIOA State Plan. District partners will meet to discuss the modification on January 29, 2018, and begin the process of delivering this product on or before the March 15, 2018 USDOL/USDOE deadline.

As promised, District partners met in December and January to negotiate and finalize the IFA. The process for negotiating and executing the District's Infrastructure Funding Agreement (IFA) was led as a collaborative effort between the DC Department of Employment Services (DOES) and the Workforce Investment Council. To assure compliance with WIOA and its implementing regulations, contributions were provided by partners to cover the operating costs (including infrastructure costs) of the one-stop delivery system based on the partner program's proportionate use of the system and relative benefit received. The WIOA partners (inclusive of Job Corps) have now entered into an IFA that includes:

1. A one-year term, with the option to extend or renew;
2. A consolidated budget for the AJC system that includes the proportionate share of co-located partners' contributions to the costs of the infrastructure of the AJCs. Infrastructure costs of one-stop centers include non-personnel costs that are necessary for the general operation of the one-stop center, including: rental of the facilities; utilities and maintenance; equipment (including assessment-related products and assistive technology for individuals with disabilities); and technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities;

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR



ODIE DONALD II
DIRECTOR

3. An agreement that DOES will absorb the applicable Career Services costs, consisting of: basic career services, individualized career services and follow-up services.

The final document has been agreed upon and executed by partners and is being transmitted to the executive for final signature, prior to submission to USDOL ETA Region 2.

As you know, the District has made significant improvements in the administration of both local and federal workforce programs evidenced by our recent monitoring by USDOL ETA Region 2. A key component in this programmatic improvement is the alignment of monitoring and technical assistance activities. We hope to expand on these activities throughout FY18. Attached, please find the current FY18 monitoring schedule for your review. A significant part of the District's planned efforts includes the expansion of sub-recipient monitoring. While the District is confident that we will meet all WIOA related requirements, we welcome any additional technical assistance USDOL ETA Region 2 may provide as we proceed forward.

Kindest Regards,

A handwritten signature in black ink, appearing to read 'Odie Donald II'.

Odie Donald II

Todd Lang Bio

Executive Director, DC Workforce Investment Council

Todd Lang has more than 15 years of experience managing workforce recruitment, training and economic development initiatives for cities and states. For the past 8 years he has worked for the New York City Department of Small Business Services, leading programs to empower workers and entrepreneurs, with a special focus on low-income and underserved populations. Todd's work in New York included managing business development efforts for the city-wide system of WIOA-funded job centers to drive more customers to job recruitment services, strengthening relationships with industry partners and working to better understand employer needs and workforce trends. In addition, while in New York Todd focused on increasing utilization of customized training grants and developing/tracking metrics to measure the success of WIOA funded job centers.

Prior to his tenure with the City of New York, Todd worked as an economic development consultant on behalf of over 25 communities, working to attract businesses, investment and media attention by highlighting his client's workforce and industry assets.