

GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER
GOVERNMENT OPERATIONS CLUSTER
DEPARTMENT OF EMPLOYMENT SERVICES



March 30, 2016

Cara K. Radosevich, CPA, Cost Negotiator
Division of Cost Determination/OAMS/BOC/OASAM
U.S. Department of Labor
200 Constitution Avenue, N.W. S-1510
Washington, DC 20210

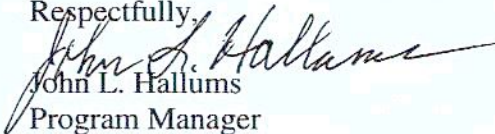
Re: DOES' Fiscal Year 2015 Cost Allocation Plan Submission

Dear Mrs. Radosevich:

On behalf of the District of Columbia's Department of Employment Services (DOES), I am sending this request to continue with the waiver of the indirect cost rate proposal requirements of the US Department of Labor and to approve the agency's Cost Allocation Plan. The cost allocation methodology has not been modified since the proposal for FY 2009. It is DOES' intention to continue with that methodology on a continuous basis for each subsequent fiscal year.

Please feel free to contact Natalie Mayers, Agency Fiscal Officer, (202) 727-5145 with any questions or concerns you may have with this request and submission.

Respectfully,


John L. Hallums
Program Manager

Cc: Natalie Mayers, Agency Fiscal Officer, GOC-DOES Finance

Cost Allocation Plan
Department of Employment Services
Government of the District of Columbia
(FY 2015)

The Department of Employment Services (DOES) is the lead State Workforce Agency for the District of Columbia which administers Unemployment Insurance, Workforce Development, and Worker's Compensation Programs. US Department of Labor, Employment and Training Administration funding streams primarily include; Workforce Investment Act (WIA), Wagner-Peyser (ES), Unemployment Insurance State Administration (UI), Workforce Information and Re-Employment and Eligibility Assessment Grants. It is the responsibility of the District of Columbia, Office of the Chief Financial Officer (OCFO), in support of DOES, to manage the budgeting, accounting and financial reporting of these funding streams in accordance with applicable OMB Circulars, Federal Regulations, DOL technical guidance in addition to rules, regulations, and laws established by the City Council of the District of Columbia. It is further the responsibility of the OCFO to ensure that cost charged to DOL funding streams are reasonable, allowable and in accordance with the relative benefit received from DOL.

At the start of FY 2013, DOES' budget process was restructured to create accounting attributes that were aligned with DOL ETA's funding streams to provide budgeting and accounting controls according to DOL reporting requirements and to assist in the automation of monthly and quarterly internal and federal reporting and analysis.

Additionally, the DOES migrated from the FARS application to the PeopleSoft Time and Labor Management System (TLMS) application. This migration will allow for time and labor charges to be recorded against both federal and non-federal costs objectives. This system allow the coding flexibility for OMB 2 CFR 200 time keeping requirements and allows integrated, on-line time keeping, time allocation and payroll functions for agency FTE's. The TLMS records time and labor statistics and the agency accounting system of record records costs to the general ledger. All costs are recorded bi-weekly. Direct employee's "grant time & effort" is certified by approving manager/supervisor prior to posting to PeopleSoft.

As with previous fiscal years, DOES project no changes in its CAP methodology for the upcoming fiscal year. Employees are eligible for, if applicable, promotions, an across the board 3% salary increase on October 1st of fiscal years 2016, and 2017 along within-grade (step) increases, if applicable, on their individual LEI dates.

I. CONSIDERATIONS

The DOES, as previously approved, continues to not employ an indirect costs rate for allocation of costs to its DOL funding components. Instead it uses the three (3) costs allocation methods discussed in Section II below. Per your request, I have enclosed a copy of the SWCAP (see TAB 8) with this submission. DOES has not, based on documented files, ever utilized the approved rates incorporated within the approved SWCAP.

It should be noted that neither an individual DOES employee's salary nor that of an OCFO employee, in support of DOES, exceeded the maximum salary scale as published by the US Office of Personnel Management (OPM) for Executive Pay Level II (See TAB 4: Total Cost of Employee). It should be further noted that this methodology does not accrue any earned paid time off (i.e. vacation, sick, etc.) and only allocates, in the manner as required by federal compliance guidelines, employee's paid time off as it's recorded each pay period (See TAB 5: Paid Time Off).

As with FY 2013, DOES elects to not allocate AS&T (Personal Services) costs for employees within Tier I: Central Services (see bullet labeled Tier I page 3), until such time it may become financially unaffordable. DOES reserves the right to recover or not recover allowable costs on a per grant basis at its discretion and/or the grant program's affordability (See TAB 11: Non-Charged AS&T PS Cost).

DOES is not a stand-alone agency in the consolidated Government of the District of Columbia's *Comprehensive Annual Financial Report (CAFR)*. As a result, this document, as with previous years, will be accompanied by the final Trial Balance (See TAB 7: Final Trial Balance) for DOES in lieu of the *CAFR along with Accounting Attribute Identifiers (See TAB 6)*.

There are no non UI programs utilizing the UI Tax Collect System. Nor, is a CAP required because P&I funds are used only for UC purposes (See TAB 2: P&I Certification of Compliance).

II. METHODS USED FOR COST ALLOCATION

The DOES employs three methods of allocating agency costs to federal funding streams and non-federal programs: Direct Charge; AS&T Allocation; and One Stop Allocation. These allocation methods are applied to three major costs categories for the agency as listed below:

Table 1.0 – DOES Agency Costs Categories

Cost Objective	Expense Type	Allocation Method
Personal Service (PS)	Salaries & Benefits	Direct Charge, AS&T, & One Stop
Fixed Costs (Overhead)	Rent, Utilities, Telecom, Security & Occupancy Costs	Direct Charge, AS&T, & One Stop
Discretionary Procurements	Supplies, Equipment, Contractual & Other Services	Direct Charge, AS&T, & One Stop

Direct Charge Method

Direct charges relate to costs that benefit one or more federal funding streams or non-federal programs. Of the three major costs categories for DOES, Personal Services and Discretionary Procurements costs are charged through the Direct Charge method. All charges are based on work as actually performed and not budgeted.

Direct charges for non-personal (NPS) services discretionary procurements pertain to supplies, contractual services, equipment and others services such travel whereby the benefit received can be attributed to one or more funding streams (See TAB 10: NPS SPLIT COST ALLOCATION REQUEST). An example of NPS direct charge procurement is an IT Staff Augmentation Contract that benefits general UI systems maintenance and systems modernization. In this case, the systems maintenance portion of the contract cost would be charged to the UI State Administration funds and the systems modernization portion of the contract would be charged to the UI Stimulus Modernization funds.

Administrative Services & Technical (AS&T) Allocation

Personal Services (PS)

The AS&T allocation is used to allocate administrative personnel, fixed costs and general procurements that support the agency at large. The allocation basis uses the total amount of direct grant(s) assigned employee hours charged in each federal grant funding stream and non-federal agency program and pro rates each stream or program as a percentage of total staff hours charged for the agency. This allows equitable distribution of overhead personal and non-personal services costs based on the relative benefit received by federal and non-federal funding sources. An example of personal services costs that require the AS&T allocation include salaries and benefits costs for the Office of the Agency Director, the Office of Chief Information Officer, and the Office of Chief Financial Officer. Staffs in each of these offices are administrative and performs functions that support the entire agency. Therefore, the costs of these offices are shared on a pro rata basis throughout all funding sources. The same is true of fixed costs that relate to the DOES building headquarters at 4058 Minnesota Avenue. All rent, utilities, occupancy costs, telecommunications and security for this location are shared on a pro rata basis amongst each funding source for the agency.

After prorating the funding streams as mentioned above, the amount of salary (PS) for the above mentioned staff employees that represents federal funding stream is allocated to each qualifying grant based on each grants percent of participation within the grant pool. The DOES utilizes the following five (3) tiers in carrying out its allocation methodology:

- Tier I: Central Services
An example of personal services costs that require the AS&T allocation include salaries and benefits costs for the Office of the Agency Director, and the Office of Chief Financial Officer and the Office of Chief Information Officer. The staffs within these offices are administrative and perform functions that support the entire agency;
- Tier II: Managers/Supervisors and staff
An example of this method would be a manager(s)/supervisor(s) and/or their immediate staff employee(s) who report or are assigned within the mission of an employee(s) that is recording "time & effort" against a specific grant(s) or program(s); the total recorded sum of the "time & efforts" reported by the employee(s) for those specific grant(s) or program(s) would be used to determine the allocation (percent of participation) of personal services (PS);

- Tier III: Fiscal Office Grants Management Team

This represents the AS&T allocation for the fiscal office's (GOC-DOES) grants management team whose "time & efforts" are solely (100%) dedicated to the DOES federal awarded grants. Their PS and fixed costs is allocated to qualifying grants based the percent of participation of each grant derived from the total sum of "time & efforts" recorded by the DOES employees.

Fixed Costs

Within the District Government, Fixed Costs are managed by the Department of General Services (DGS), the Office of the Chief Technology Officer (OCTO), and the Department of Public Works (DPW). DGS manages all Facility and Security Services for the District. OCTO manages the telecom¹ services and Central IT. It is noteworthy that the Telecom Budget for the District actually resides with the Office of Finance and Resource Management (OFRM) although the responsibility for Telecom administration rest with OCTO. DPW manages the Fleet Program for the District.

DOES fixed costs are treated as administrative costs. The total FY 2015 budget for fixed costs was \$4.45M which includes fixed cost for the DOES headquarters and (4) One Stop Career Centers. Fixed costs are allocated using two methods; AS&T and One Stop allocations. Both use proportional staff hours as a basis.

Table 2.0: DOES FY2015 Fixed Costs Actual

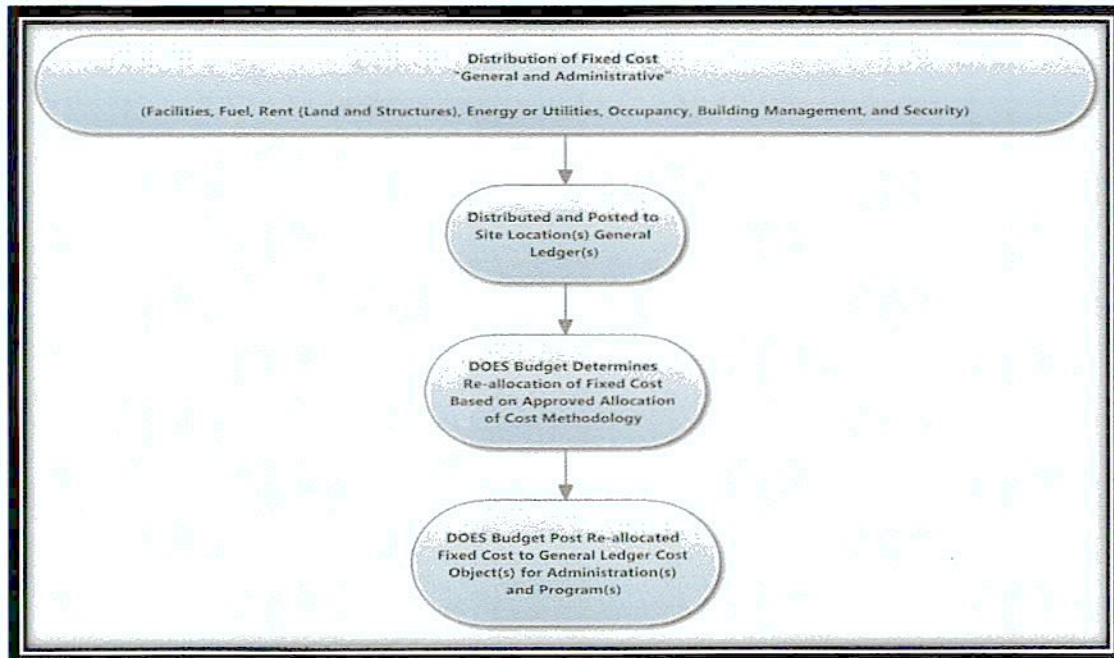
Category	MAINTENANCE AND REPAIRS - OCCUPANCY FIXED COSTS					TELEPHONE, TELETYPE, TELEGRAM, ETC			TOTAL
	ELECTRICITY	AUTO	ENERGY	RENTALS - LAND AND STRUCTURES	SECURITY SERVICES	WATER			
	\$ 523,816.96	\$ 58,566.89	\$ 1,211,619.86	\$ 10,275.29	\$ 711,541.07	\$ 1,097,377.29	\$ 835,681.29	\$ 67,142.40	\$ 4,516,021.05
AS&T	\$ 423,963.44	\$ 47,402.47	\$ 980,652.72	\$ 8,316.55	\$ 575,902.32	\$ 888,187.84	\$ 676,378.09	\$ 54,343.26	\$ 3,655,146.70
One Stop	\$ 99,853.52	\$ 11,164.42	\$ 230,967.14	\$ 1,958.74	\$ 135,638.75	\$ 209,189.45	\$ 159,303.20	\$ 12,799.14	\$ 860,874.35
Total Fixed Cos	\$ 523,816.96	\$ 58,566.89	\$ 1,211,619.86	\$ 10,275.29	\$ 711,541.07	\$ 1,097,377.29	\$ 835,681.29	\$ 67,142.40	\$ 4,516,021.05

Fixed Costs Adjustment to Actual

On a quarterly bases the actual fixed costs monthly expenditures are reviewed and compared to the applicable costs allocation to determine if costs have been charged accordingly. The DOES fiscal staff compares actual charges to each local and federal costs objective to the revised quarterly costs allocation (See Section II Allocation Base Adjustment to Actual). The variance between the expenditures recorded to each cost objective is then adjusted in the agency accounting system of record to the actual relative benefit received based on the revised quarterly cost allocations. Documentation of these adjustments are prepared and retained by the agency fiscal division.

¹ Telecommunications expense was not allocated to Federal funding streams in the FY2013 budget. The budget will be modified to distribute telecom expense based on AS&T and One Stop Career Center allocations.

Chart 1.0 – Fixed Costs Adjustment Process



One Stop Allocation

The One Stop Allocation (OSA) shares costs based on the benefits received by a distinct set of federal funding streams that serve the DOES Career Centers. The allocation proportionately shares costs based on the benefits received by WIA, Employer Services, Unemployment Insurance and Veterans costs objectives. Like the AS&T allocation, the input basis is staff hours charged to each costs objective whereby the total cost are pooled in aggregate and distributed on a percentage basis according to time charged to each funding stream.

Table 3.0 – One Stop Costs Allocation (Actuals)

FEDERAL GRANT ID	DOES GRANT ID	PH	Title	HOURS CHARGED	% of DIST
DV-26614-15-55-S-11	202LVR	15	LOCAL VETERANS EMPLOYMENT ASSISTANCE	368.00	0.40%
DV-26614-15-55-S-11	202LVR	15	LOCAL VETERANS EMPLOYMENT ASSISTANCE	2,534.00	2.74%
DV-26614-15-55-S-11	202LVR	15	LOCAL VETERANS EMPLOYMENT ASSISTANCE	968.02	1.05%
DV-26614-15-55-S-11	203DVP	15	DISABLED VETERAN'S OPPURTUNITY PROGRAM	854.00	0.92%
DV-26614-15-55-S-11	203DVP	15	DISABLED VETERAN'S OPPURTUNITY PROGRAM	846.30	0.91%
DV-26614-15-55-S-11	203DVP	15	DISABLED VETERAN'S OPPURTUNITY PROGRAM	4,397.00	4.75%
DV-26614-15-55-S-11	203DVP	15	DISABLED VETERAN'S OPPURTUNITY PROGRAM	482.97	0.52%
ES-27481-15-55-A-11	ESWPPY	15	EMPLOYMENT SERVICE-WAGNER-PEYSER	23,500.00	25.41%
ES-27481-15-55-A-11	ESWPPY	15	EMPLOYMENT SERVICE-WAGNER-PEYSER	40.00	0.04%
ES-27481-15-55-A-11	ESWPPY	15	EMPLOYMENT SERVICE-WAGNER-PEYSER	9,774.00	10.57%
UI-27105-15-55-A-11	RESREA	15	RESREA (SBR)	80.00	0.09%
UI-25195-14-55-A-11	UI21PY	14	UNEMPLOYMENT INSURANCE STATE PY	2,141.00	2.31%
UI-26527-15-55-A-11	UI21PY	15	UNEMPLOYMENT INSURANCE STATE PY	72.00	0.08%
UI-26527-15-55-A-11	UI21PY	15	UNEMPLOYMENT INSURANCE STATE PY	4,614.00	4.99%
UI-26527-15-55-A-11	UI21PY	15	UNEMPLOYMENT INSURANCE STATE PY	1,033.75	1.12%
UI-25195-14-55-A-11	UIREAS	15	UC-STATE ADMINISTRATION REA	2,427.00	2.62%
AA-25346-14-55-A-11	WADLFY	15	WIA ADULT LOCAL-FY	13,699.00	14.81%
AA-25346-14-55-A-11	WADLFY	15	WIA ADULT LOCAL-FY	6,814.88	7.37%
AA-24085-13-55-A-11	WDSLFFY	14	WIA DISLOCATED WORKER LOCAL- FY	3,961.00	4.28%
AA-24085-13-55-A-11	WDSLFFY	14	WIA DISLOCATED WORKER LOCAL- FY	3,782.22	4.09%
AA-22928-12-15-A-11	WDSRFY	13	WIA DISLOCATED WORKER RAPID RESPONSE	7,799.00	8.43%
AA-25346-14-55-A-11	WDSRFY	15	WIA DISLOCATED WORKER RAPID RESPONSE	2,307.16	2.49%
GRAND TOTALS				92,495.30	100.00%

The OSA is applied to personal services costs for administrative personnel and the fixed costs associated with each of the four (4) DOES Career Centers. The OSA can also be applied to non-personal procurements that are for the general benefit and support of the One Stop Center(s).

Allocations Base Adjustment to Actual Methodology (Required)

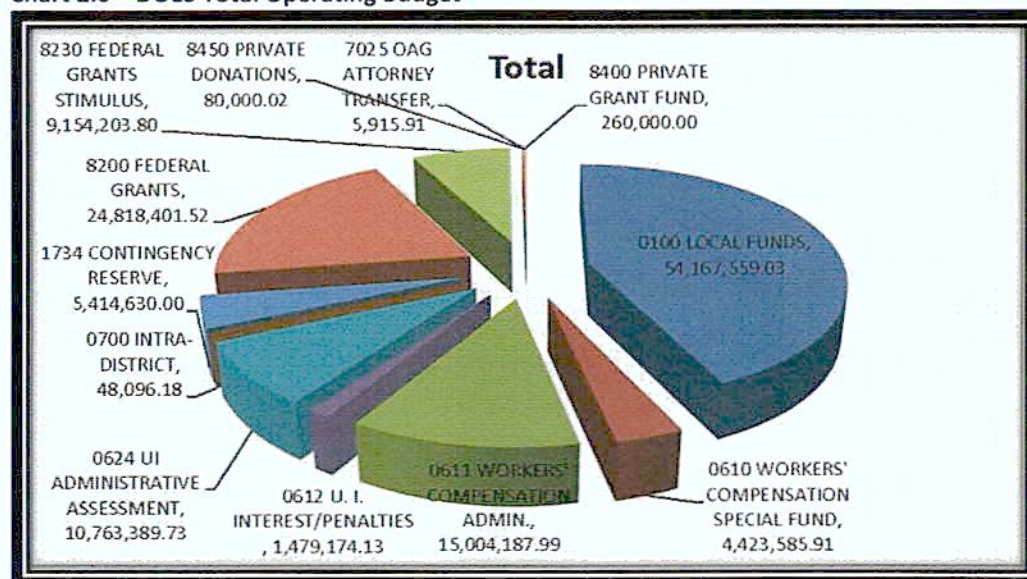
The AS&T and One Stop allocations both use direct staff hours worked as an input base to determine relative benefit to each local or federal agency cost objective. This basis is a budgeted base at the time of budget formulation. However, in accordance with OMB 2 CFR 200, each allocation is revised quarterly to reflect the actual average relative benefit to each agency cost objective for the prior three month period. A variance analysis is prepared by the DOES fiscal staff that compares the budget allocation for the AS&T and One Stop allocations to the revised allocations to determine the change in staff hours charged to each agency costs objective. The adjustment to actual relative benefit is then recorded to the accounting system of record for each cost category where an allocation is applied.

PROGRAM AND ADMINISTRATIVE COSTS BUDGETING & ACCOUNTING

DOES is a single jurisdiction, however, it is funded for both state and local programs. In order to carry out the purposes of both programs, DOES uses a blended program/administrative costs rule for budgeting funds for programs that require a dual, state and local government, role. This method allows the agency to establish a general program and administrative costs pool in the general ledger and provides accounting controls and budget for each funding stream and costs category in the budget.

The Department of Employment Services (DOES) had a FY 2015 total operating budget of \$126.18M which was approved by the Mayor of the District of Columbia, the District of Columbia City Council, certified by the DC Office of the Chief Financial Officer (OCFO), and authorized by the US Congress and President. The budget is comprised of (3) general funding sources:

Chart 2.0 – DOES Total Operating Budget



The combined Federal Operating and Stimulus Modernization budget represent 25% of the total budget and consists of \$33.97M in DOL funding streams. The budget for these funds were developed during the DOES budget formulation process approximately 14 months prior to the start of the fiscal year and are estimates that incorporate the projected program and fiscal year grant awards for the agency's formula funding streams and estimated carryover of prior year's grant awards.

Table 4.0: DOES FY2015 Federal Grants Budget

Approp Fund Title	GAAP Category Title	Comp Source Group	Budget	Budget %
FEDERAL GRANT FUND	PERSONNEL SERVICES	0011	7,963,072.19	23.44%
		0012	4,940,059.15	14.54%
		0013	58,953.61	0.17%
		0014	3,235,320.53	9.52%
		0015	125,254.22	0.37%
		0099	0.00	0.00%
	PERSONNEL SERVICES Total		16,322,659.70	48.05%
	NON-PERSONNEL	0020	245,885.20	0.72%
		0030	162,394.44	0.48%
		0031	173,244.40	0.51%
		0032	314,717.51	0.93%
		0034	117,322.75	0.35%
		0035	118,430.04	0.35%
		0040	3,142,631.55	9.25%
		0041	10,348,555.85	30.46%
		0050	2,341,651.64	6.89%
		0070	685,112.24	2.02%
		0033	0.00	0.00%
	NON-PERSONNEL SERVICES			
	Total		17,649,945.62	51.95%
FEDERAL GRANT FUND				
Total			33,972,605.32	100.00%
Grand Total			33,972,605.32	100.00%

Source: DC Office of the Chief Financial Officer

CERTIFICATE OF COST ALLOCATION PLAN

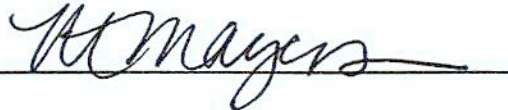
This is to certify that I have reviewed the revised cost allocation plan submitted herewith and to the best of my knowledge and relief:

- (1) All costs included in this submission (final) to establish or adjust cost allocations or billings for the agency's fiscal year ending September 30, 2015 are allowable in accordance with the requirements of OMB Circular 2 CFR 200; Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and the Federal award(s) to which they apply. Unallowable costs have been adjusted for allocating costs as indicated in the previously approved Cost Allocation Plan Methodology.
- (2) All costs included in this revision are properly allocable to Federal awards on the basis of a beneficial relationship between the expenses incurred and the awards to which they are allocated in accordance with applicable requirements. Further, the same costs that have been treated as indirect costs have not been claimed as direct costs. Similar types of costs have been accounted for consistency.

Subject to the provisions of the Program Fraud Civil Remedies Act of 1986, (31 USC 3801 et seq.), and the Department of Labor's implementing regulations, (29 CFR Part 22), the False Claims Act (18 USC 287 and 31 USC 3729); and the False Statements Act (18 USC 1001), I declare that the foregoing is true and correct.

Governmental Unit: DC Department of Employment Services

Signature: _____



Name of Official: Natalie Mayers

Title: Agency Fiscal Officer

Date of Execution: March 30, 2016

Certification of Compliance
(TEGL 15-09)

I hereby certify that 100% of the P&I collected by this State Workforce Agency was used only for the benefit of UC and the Benefit of the UI Program.

State Workforce Agency Name: Department of Employment Services
Government of the District of Columbia;

Signature of Certifying Official: ;

Printed Name of Certifying Official: Robert Thompson;
Title: Associate Director, Unemployment Compensation;
Phone Number: 202-698-3564;
Email Address: Robert.Thompson5@dc.gov;
Date: March 23, 2016.

FY16 MOUs/MOAs

AGENCY	OFFICE	MOU DESCRIPTION	COST
MOU Department of Motor Vehicles	Project Empowerment	Under this MOU DOES and DMV will work together to establish a process to assist Project Empowerment clients with obtaining DMV services.	\$6,500.00
MOA Court Services and Offender Supervision Agency	Project Empowerment	The purpose of this MOA is to define the responsibilities of each party in order for CSOSA to partner with DOES to deliver PE to up to 100 offenders supervised by CSOSA on probation, parole, or supervised release.	N/A
MOU Department of Public Works	Project Empowerment	The purpose of this MOU is to set forth the terms and conditions under which DPW will retain the services of Project Empowerment program participants who are hired to work for DPW during leaf season through the conclusion of snow removal season.	\$54,000.00
MOU Department of Health	Project Empowerment	The purpose of this MOU is to establish a partnership between DOES and DOH that will allow home visits to be conducted with participants from Project Empowerment and former participants of the DC Jail Work Readiness Program who have lost touch with DOES or have demonstrated a need for intensive follow-up services. Home visits will be conducted to determine an overall wellness assessment of participants and the need for supportive services.	\$250,000.00
MOA Department of Small and Local Business Development, Mayor's Office of Returning Citizens Affairs, Capital Area Asset Builders, and Court Services and Offender Supervision Agency	Project Empowerment	The purpose of this MOA is to define the responsibilities of each Party in order for the Parties 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.	N/A
MOU Office of the State Superintendent of Education	Office of Youth Programs	Under this MOU the parties are partnering to meet the literacy and workforce needs of District resident's ages 14-24.	\$200,000.00
MOA Office of the Deputy Mayor of Education, Office of the State Superintendent of Education	Office of Youth Programs	The purpose of the MOA is to outline the responsibilities of DOES, DME, and OSSE for the purposes of launching and operating a District Youth Re-Engagement Center ("REC"), to be located at DOES 4058 Minnesota Avenue, NE.	N/A

MOA Office of the State Superintendent of Education	Office of Youth Programs	Memorandum of Agreement (MOA) between the District of Columbia Office of the State Superintendent of Education (OSSE) and the Department of Employment Services (DOES) for Data Sharing and Compliance with the Family Educational Rights Act and other Applicable Privacy and Confidentiality Acts. The purpose of this MOA is to provide the terms and conditions for data exchanges between the parties.	N/A
MOU Office of Latino Affairs	Office of Youth Programs, Summer Youth Employment Program	Under this MOU OLA shall place no more than 220 youth between the ages of 14-24 in structured employment and career readiness opportunities at OLA or with one of its partner organizations for the duration of SYEP.	\$328,860.50
MOU DC Commission of the Arts and Humanities	Office of Youth Programs, Summer Youth Employment Program	Under this MOU DCCAH will place up to 80 youth with nonprofit art organizations within the District.	\$68,000.00
MOU Disability Services Rehabilitation Services Administration	Office of Youth Programs, Summer Youth Employment Program	DDS/RSA and DOES will partner to identify students with disabilities who were enrolled in SYED any may require additional supports.	\$250,206.15
MOU Disability Services Rehabilitation Services Administration	Office of Youth Programs, Summer Youth Employment Program	The purpose of this MOU is to allow students currently enrolled in work-based through DDS/RSA to continue their work placement throughout the summer. DDS/RSA would like to supplement the wages paid through the SYEP by DOES in order to ensure that the wages paid to the eligible students remain the same while participating in SYEP.	\$68,625.00
MOU Department of Insurance, Securities and Banking	Office of Youth Programs, Summer Youth Employment Program	DISB in partnership with DOES has agreed to develop and implement the DISB/BODC SYEP to train and employ a maximum of 25 youth in the DOES SYEP.	\$44,000.00
MOU Department of Energy and Environment	Office of Youth Programs Summer Youth Employment Program	DOES and DOEE have agreed to jointly develop and implement the DOEE Green Zone Environmental Program (GZEP) as part of the 2016 Summer Youth Employment Program. GZEP is to provide structured training and meaningful work experience for up to 350 District youth enrolled in SYEP.	\$264,346.00
MOU Department of Parks and Recreation	Office of Youth Programs Summer Youth Employment Program	Under this MOU DPR shall receive no more than 1300 youth ages 14-24 with meaningful and structured work experiences at DPR work sites or in specialty career camp programs.	\$375,884.00

MOU Serve DC	Office of Youth Programs Summer Youth Employment Program	Under this MOU DOES and Serve DC have agreed to jointly develop and implement the Serve DC Summer Youth Emergency Preparedness Academy as part of the larger SYEP. The goal of the program is to provide structured training and meaningful work experience for 50 District youth enrolled in SYEP.	\$45,395.72
MOU District of Columbia Public Schools	Office of Youth Programs Summer Youth Employment Program	Under this MOU DOES and DCPS will use the SYEP model to establish and implement the process for participants in the DCPS Career Ready Internship program to pursue summer jobs that align with occupations associated with their program of study.	\$41,250.00
MOU Department of Human Resources	Workforce Development	Leap Academy Program	\$1,878,533.29
MOU Department of Human Services	Workforce Development	The purpose of the MOU is to establish the process of identifying and referring TANF customers to the LEAP Program.	\$1,000,000.00
MOA Potomac Job Corps Center	Workforce Development	This agreement established a framework through which DOES and Job Corps will provide employment and training services to at-risk youth ages 16-24.	N/A
MOU DC Fire and Emergency Medical Services Department	Workforce Development	DOES and FEMS are partnering to provide funding support to the FEMS' Cadet Training Program.	\$489,750
MOU Metropolitan Police Department	Workforce Development	DOES and MPD are partnering to fund the Police Cadet Training Program. The goal of the program is to ensure that there is a steady pool of candidates who meet the educational entrance requirements necessary to become a recruit officer. More it also ensures that prospective members of MPD are drawn from the communities it serves.	\$500,000.00
MOU Office of the State Superintendent of Education	Workforce Development	Partnership for workforce needs for District Residents	\$1,500,000.00
MOU Department of Youth Rehabilitation Services	Workforce Development	Automotive training support for committed youth at New Beginnings Youth Development Center.	\$132,500.00
MOU Department of Public Works	Workforce Development	The purpose of this MOU is to support the costs of training and education on the servicing and maintenance of fleet vehicles, DPW will utilize the funding from DOES for electronic troubleshooting training stimulation equipment.	\$20,344.50

MOA DOES Office of the American Job Center Operations	Unemployment Compensation	The purpose of this MOA is to coordinate the provisions of and implement the Reemployment Services and Eligibility Assessment (RESEA) grant.	N/A
MOU Office of the Attorney General	Unemployment Compensation	DOES has requested the legal services of the OAG to pursue and ensure collection of improper and fraudulent unemployment cases valued under \$15,000.	\$213,420.00
MOU Office of Administrative Hearings	Unemployment Compensation	This MOU sets forth the agreement of the parties with respect to the adjudications of lower level unemployment compensation appeals. Paid in quarterly billing amounts.	\$1,385,343.13
Sixth Inter-State Data Share Agreement - 1. Department of Labor Licensing and Regulation State of Maryland 2. Department of Employment Services District of Columbia 3. Department of Labor and Workforce Development State of New Jersey 4. The Department of Job and Family Services State of Ohio 5. Virginia Employment Commission	Unemployment Compensation/Labor Market Information	The sole purpose of the Agreement is to provide for an exchange of specified confidential unemployment insurance program administrative records and non-covered administrative records between the parties for and only for uses that are defined herein.	
MOA and Data Sharing Agreement Department of Human Services, the Department of Employment Services and the Office of the Chief Technology Officer	Unemployment Compensation	The purpose of this Memorandum of Agreement (MOA) is to authorize the Department of Employment Services (DOES) to share Unemployment Insurance Benefit and wage data with the Department of Human Services (DHS) as necessary to continue to support the State Verification Plan mandated by the Patient Protection and Affordable Care Act of 2010, as amended (Pub. L. No. 111 J-J 48, I 24 Stat 119) and applicable regulations (the ACA), and to provide DHS with UIB and wage data necessary for DHS to provide District residents with accurate and coordinated public assistance eligibility, enrollment, and benefit determinations.	N/A

MOA Homeland Security, US Citizenship and Immigration Services DHS-USCIS Systematic Alien Verification for Entitlements (SAVE) Program	Unemployment Compensation	Memorandum of Agreement (MOA) between the Department of Homeland Security, U.S. Citizenship and Immigration Services (DHS-USCIS) and the District of Columbia Department of Employment Services (DOES). The purpose of this MOA is to establish the terms and conditions governing the participation if DOES to provide the specified benefit in the DHS-USCIS Systematic Alien Verification for Entitlements (SAVE) Program for the purpose of verifying citizenship and immigration status information for non-citizen and naturalized or derived U.S. citizen applicants applying for Unemployment Insurance.	N/A
MOA District of Columbia Housing Authority	Unemployment Compensation	Memorandum of Agreement (MOA) between the District of Columbia Housing Authority (DCHA) and the District of Columbia Department of Employment Services (DOES). This MOA is executed to assist the DCHA to meet all mandatory requirements in determining and verifying all income of Public Housing applicants and residents.	N/A
MOU Office of Tax and Revenue	Unemployment Compensation	The purpose is to assist the OTR to identify individuals who may be liable for taxes to the District of Columbia.	N/A
MOU Office of Chief Technology Officer and the Office of the City Administrator	Information Technology	This MOU assesses the participating agencies for the costs of website accessibility review provided through a partnership between OCTO and the Columbia Lighthouse for the Blind.	\$2,000.00
MOU Housing Finance Agency	Information Technology	This agreement required DOES to utilize and cross-match a list of homeowners in danger of foreclosure in DC against DOES unemployment records to identify those homeowners who are receiving or have recently received unemployment insurance benefits.	\$5,907.72
MOU Office of the Chief Technology Officer	Information Technology	The purpose of this MOU is to establish the roles and responsibilities and procedures under which work shall be performed by OCTO to provide testing/consulting services for DOES applications	\$96,000.00
MOU Office of the Chief Technology Officer	Information Technology	FY16 DC Net support for the migration of the current IVR PRI services to the SIP service	\$77,250.00
MOU Office of the Chief Technology Officer	Information Technology	DC Net installation of CISCO 4503 Network Switch and UPS	\$26,512.00

MOU Office of the Chief Technology Officer	Information Technology	Memorandum of Understanding (MOU) between the Department of Employment Services (DOES) and the Office of the Chief Technology (OCTO). Under this MOU DOES has requested OCTO Enterprise Cloud and Infrastructure Services, EICS to provide 2TB of additional medium performance storage and backup for their DOESSQL serve	\$11,264.00
MOU Office of the Chief Technology Officer	Information Technology	DC-Net installation of Automatic UC4 Automated Enterprise Scheduler Software	\$54,032.00
Data Sharing Agreement – Department of Labor	Information Technology	Information Technology The Wage Record Interchange System (WRIS) was developed to facilitate the interstate exchange of wage data between participating states for the primary purpose of assessing and reporting on state and local performance for programs authorized under the Workforce Investment Act (WIA) of 1998. WRIS serves programs that the WIA defines as “required” one-stop partners and that operate under the jurisdiction of the U.S. Department of Labor (DOL). The Wage Record Interchange System 2 (WRIS2) has been established to facilitate the preparation of Aggregate Statistical Reports and analyses to satisfy the reporting and performance requirements for certain Federal and state training and education programs and to maintain the confidentiality of personal identifiable information.	N/A
MOU Office of Contracting and Procurement	Office of the Director	This MOU authorizes the transfer of DOES procurement personnel to OCP, which continues the consolidation of the District's contracting work under the leadership and authority of OCP.	\$487,062.69
MOU Deputy Mayor for Planning and Economic Development	Office of the Director	Workforce Development Services/WIC support services cost	\$543,545.00
MOU Deputy Mayor for Planning and Economic Development Workforce Investment Council	Office of the Director	Under this MOU DOES has agreed to the transfer of funds from the DOES Unemployment and Workforce Development Administrative Funds in the amount of \$500,000 to DMPED which DMPED will administer on behalf of the WIC for the purpose of soliciting technical assistance in preparation for the issuance of Career Pathways Innovation grants.	\$500,000.00

Information Exchange Agreement Social Security Administration	Office of the Director	The purpose of this Information Exchange Agreement ("IEA") is to establish terms, conditions, and safeguards under which SSA will disclose to the State, through its agencies and departments identified herein ("State Agencies"), certain information, records, or data (herein "data") to assist the State in administering certain federally funded, state-administered benefit programs	N/A
MOU Department of Human Services	Office of the Director	Memorandum of Understanding (MOU) between the Department of Employment Services (DOES) and the District of Columbia Department of Human Services. The purpose of this MOU is to set forth the terms and conditions under which DOES will expand access to services to SNAP on behalf of the FSET program	\$918,966.00
MOU Office of Disability Rights and the Office of the City Administrator	Office of the Director	FY16 Sign Language Interpretation Services - Citywide assessment. Base MOU \$22,116	\$30,227.50
MOU Department of Human Services	Office of the Director	Under this MOU DCHR will provide DOES with suitability and compliance services for its candidates, employees and volunteers who are subject to enhanced suitability screenings.	\$67,358.00
MOU Department of General Services, Protective Services Division	Office of Administrative Services	Under this MOU, DOES has requested the services of DGS/PSD for various Summer Youth Employment Program events.	\$60,000.00
MOU Mayors' Office of Asian and Pacific Islander Affairs	Office of Wage Hour	This MOU establishes a collaborative agreement between the Parties to provide community education and outreach on District wage laws to the District's limited or non-English proficient population.	\$66,608.39
MOU Office of Human Rights	Office of Wage Hour	The goal of the MOU is to share the responsibilities between the Parties for the administration and enforcement of Act 20-458, the "Protecting Pregnant Workers Fairness Act of 2014".	\$40,000.00
Data Use Agreement Office of the Deputy Mayor for Planning and Economic Development	Labor Market Information	The purpose of this MOU to establish regular access, use, and communications protocols for sharing District of Columbia-owned administrative data for analytic use under the Business Data Demonstration Project (BDDP).	N/A

FY17 MOUs/MOAs

AGENCY	OFFICE	MOU DESCRIPTION	COST
MOU Department of Energy & Environment	Office of Youth Programs, Summer Employment Program	DOES and DOEE have agreed to jointly develop and implement the DOEE Green Zone Environmental Program as a part of the larger 2017 Marion Barry Summer Youth Employment Program.	\$343,711.00
MOU Serve DC, The Executive Office of the Mayor	Office of Youth Programs, Summer Employment Program	DOES and Serve DC have agreed to jointly develop and implement the Serve DC Summer Youth Emergency Preparedness Academy as a part of the larger Marion Barry Summer Youth Employment Program.	\$68,281.15
MOU DC Commission on the Arts and Humanities	Office of Youth Programs, Summer Employment Program	DOES has requested the services of DCCA to place 80-90 youth from the DOES 2017 Summer Youth Employment Program with arts nonprofit organizations within the District	\$68,000.00
MOU District of Columbia Office of Administrative Hearings	Office of Wage Hour	The goal of this MOU is to share the responsibilities between the Parties for the administration and enforcement of the "Wage Theft Prevention Amendment Act of 2014". The Act permits District of Columbia employees who are in the private sector but not contractors to file a complaint alleging violation of the Act with DOES.	\$200,000.00
MOU Modification No. 1 Mayor's Office of Asian and Pacific Islander Affairs	Office of Wage Hour	This MOU established a collaborative agreement between the Parties to provide community education and outreach on District wage laws to the District's limited or non-English proficient population.	\$60,000.00
MOU District of Columbia Office of Administrative Hearings	Labor Standards Bureau, Office of Hearing and Adjudications	The goal of this MOU is to define the responsibilities of the Parties in regards to the transfer of the public sector workers' compensation formal hearing functions.	\$250,000.00
MOU Metropolitan Police Department	Workforce Development	DOES and MPD are partnering to fund the Police Cadet Training Program. The goal of the program is to ensure that there is a steady pool of candidates who meet the educational entrance requirements necessary to become a recruit officer. More it also ensures that prospective members of MPD are drawn from the communities it serves.	\$500,000.00

MOU Office of the State Superintendent of Education	Workforce Development	Partnership for workforce needs for District Residents	\$948,750.00
MOU DC Fire and Emergency Medical Services Department	Workforce Development	DOES and FEMS are partnering to provide funding support to the FEMS' Cadet Training Program.	\$376,378.20
MOU Public Access Corporation of the District of Columbia	Workforce Development	The goal of this MOU is to provide workforce development training services to District of Columbia residents who were vetted through LEAP Academy and have met established criteria for participants.	\$14,070.00
MOU Department of Public Works	Workforce Development	To support the cost of training and education on the servicing and maintenance of fleet vehicles.	\$140,000.00
MOU Department of Human Resources	Workforce Development	The goal of this MOU is to establish the Learn Earn Advance Prosper Program (LEAP). LEAP will coordinate among District Government agencies, education institutions and private sector employers to provide 50 unemployed and/or underemployed District residents with on-the-job training experience and concurrent enrollment in technical instruction and/or adult education courses.	\$1,875,937.22
MOU Department of Human Resources	Office of the Director	Under this MOU DCHR will provide DOES with suitability and compliance services for its candidates, employees and volunteers who are subject to enhanced suitability screenings	\$87,735.00
MOU Modification No. 1 Department of Human Services, Economic Security Administration	Office of the Director	To set forth the terms and conditions under which DOES will expand access to services to SNAP recipients who are able-bodied and not Temporary Assistance for Needy Families (TANF) recipients on behalf of the FSET program.	\$2,953,732.50
MOU Modification No. 1 Office of Contracting and Procurement	Office of the Director	This MOU authorizes the transfer of DOES procurement to OCP, which continues the consolidation of the District's contracting work under the leadership and authority of OCP.	\$823,779.81
MOU Modification No. 1 Office of Contracting and Procurement	Office of the Director	This MOU transfers budget authority for OCP personnel who perform procurement processing and management services for DOES.	\$823,779.81

MOU Deputy Mayor for Greater Economic Opportunity Workforce Investment Council	Office of the Director	Pass through of WIOA grant funds	\$1,000,000.00
MOU Deputy Mayor for Planning and Economic Development Workforce Investment Council	Office of the Director	The WIC initiated a solicitation for technical assistance in FY16 for the Career Pathways Innovation grant but final selection and use of funds will not occur until FY16.	\$2,000,000.00
MOU Department of Behavioral Health	Project Empowerment	DOES has requested the services of DBH for the provision of prevention, intervention and treatment services for District adults with mental and/or substance use disorders	\$86,525.00
MOU Department of Behavioral Health	Project Empowerment	DOES and DBH are partnering to enroll up to 12 District residents participating in the Dc Career Connection in the DBH Peer Specialist Certification Program.	\$18,000.00
MOU Modification No.1 Department of Health	Project Empowerment	The purpose of this MOU is to establish a partnership that will expand the menu of wrap around services offered through Project Empowerment to include home and community visits, linkages to health and social services, transportation assistance and on-site mental health services.	\$495,719.97
MOU Office of the Chief Technology Officer	Information Technology	The purpose of this MOU is to establish the roles, responsibilities and procedures under which work shall be performed by OCTO to provide testing/consulting services for DOES applications	\$96,000.00
MOU Office of the Chief Technology Officer	Information Technology	DOES has requested OCTO Enterprise Cloud and Infrastructure Services (ECIS) to provide multi-tiered database application and web server environment to support their Federal Tax Initiative, Workers Compensation Modernization and FileNet application deployment	\$154,449.80

District of Columbia Department of Employment Services Program Policy	
Policy Number: WDE-07-002	Subject: Program Monitoring General Policy
Date of Issuance: 01/30/2017	Office/Division/Program Reference: OPPM/Program Monitoring
Effective Date: Upon signature	Revision Date: Two (2) years after signature

I. PURPOSE

The purpose of this policy is to establish the general guidance by which OPPM Program Monitors will adhere in order to conduct efficient and accurate program monitoring as required.

II. REFERENCES

- Workforce Innovation and Opportunity Act of 2014
 - § 107 – *Local Workforce Development Boards*;
 - § 129 – *Use of Funds for Youth Workforce Investment Activities*; and
 - § 134 – *Use of Funds for Employment and Training Activities*
- Code of Federal Regulations
 - 29 CFR § 95, *Grants and Agreements with Institutions of Higher Education, Hospitals, and other Non-Profit Organizations (OMB Circular A-110)*; and
 - 29 CFR § 97, *Uniform Administrative Requirements for Grants and Cooperative Agreements to Local and State Government (OMB Circular A-102)*.
- District of Columbia Code and Municipal Regulations:
 - §32-241 – *Programs for Employment and Training of Young District Domiciliaries*; and
 - §32-1671 – *Use of Local Funds Designated for Adult Training*
- Training and Employment Guidance Letters (as applicable)
- District of Columbia Workforce Investment Council Workforce Implementation Guidance Letters (as applicable)

III. REQUIREMENTS

OPPM's Program Monitoring Team will perform comprehensive monitoring reviews throughout each 12-month program year (July 1-June 30) to ensure the entities under review are compliant with all applicable federal and local requirements. Comprehensive monitoring includes desk reviews and on-site monitoring visits as well as analysis and reporting of all

monitoring processes. Monitoring is conducted annually or as a need arises for programs that demonstrate an area of concern (e.g. divergence in standardized process; breach in contract; or discrepancy in invoicing). Essential monitoring process elements are listed below along with a brief description.

A. OPPM Program Reviews

Frequency: Annually

1. Desk Review

Notice to Providers/DOES Staff – OPPM Program Monitors will notify service providers and DOES program administrators by email of upcoming monitoring reviews and visits no less than two (2) weeks prior to the date of the visit (see A.2. – *On-site Reviews* below). The notification also serves as an official desk review request for administrative documents that inform and prepare OPPM Program Monitors for on-site visits and reviews. All requested documents will be due to the assigned OPPM Program Monitor in seven (7) business days, from the date of the original notification to the service provider.

Desk Review Protocol – Upon receipt of the documents, OPPM Program Monitors will review and analyze the submitted information to ensure program compliance with applicable federal and District laws, regulations, and agreements. The desk review must include a review of: internal program policies and procedures, current Human Care Agreements (HCAs), program curricula or work plans and other applicable documents. During the desk review, monitoring staff will compile a list of follow-up questions and clarifications at the on-site review.

2. On-site Reviews

Notice to Providers/DOES Staff – Included in the desk review notification, OPPM Program Monitors will conduct site visits no later than thirty (30) days following the initial notification. All on-site visits will be completed over a three-day period with the authorized representative of the provider.

On-site Review Protocol – Service providers and DOES program administrators will provide OPPM Program Monitors with accommodating work environments and full access to program-related materials. All on-site reviews will begin with entrance interviews. OPPM Program Monitors will also conduct classroom environment and workshop observations; staff interviews; facilities tours; and file folder reviews. All on-site reviews will conclude with exit interviews with the service provider.

3. Final Program Monitoring Reporting

Following each comprehensive review, OPPM Program Monitors will compose a detailed report within thirty (30) days from the last day of the site visit. Each report will include a summary of all programmatic statutory violations (findings), if any, and

the necessary corrective action for each, as well as, observed areas of concern and promising practices.

4. Distribution of the Program Monitoring Report and Response

Within thirty (30) days following the monitoring site visit, the OPPM Program Monitoring Team will complete and disseminate a Final Monitoring Report draft of the monitoring site visit to the DOES Director, the Deputy Director for Workforce Development, managing Associate Directors, Program Managers, and all applicable DOES staff. The final monitoring report draft will consist of:

- Detailed narrative summarizing the monitoring visit detailing the scope of the review;
- Documented violations (findings) and areas of concern noted;
- Required corrective actions;
- Recommendations; and
- Notable promising practices.

If findings are cited, require corrective action will be determined. The OPPM Associate Director will work with the responsible party to determine a prescribed duration for completion in accordance with prevailing industry standards.

All responding service providers and DOES program administrators will be granted thirty (30) days to formally respond to the OPPM monitoring and commence corrective activities in accordance with the mandated timeline upon filing response to OPPM. Submitted responses will be included in the final report. At the conclusion of the allotted corrective timeline, and once remedies have been confirmed by OPPM Program Monitors, the Monitoring Report will be updated accordingly, finalized, and disseminated to all pertinent stakeholders.

5. Corrective Action Plan for Providers/DOES Staff

If a Human Care Agreement (HCA) or Grant-awarded service provider is unable to remedy the initial findings identified in the Monitoring Report by the prescribed time, DOES will initiate a Corrective Action Plan (CAP) upon filing response to OPPM. The CAP shall identify the actions the provider will be required to take to correct findings, as well as, a date by which the action will be completed. The provider may be required to provide a monthly progress report to describe the progress that has been made toward correcting the finding(s) identified in the CAP. At the discretion of DOES, further reviews may be conducted. The provider/contractor will be issued a written statement to acknowledge the resolution of a corrective action signed by the Contracting Officer.

If missing documents or required corrections have been identified during the monitoring process, the provider must submit a written response and supporting documentation to DOES within thirty (30) days of receiving the Final Monitoring Report. After the review and evaluation of the response and supporting documentation, DOES will issue a determination identifying findings cited, if any, as well as addressing the acceptability of actions taken or planned to resolve the findings.

Failure to provide the required documentation will result in the issuance of a “cure letter” from the Office of Contracts and Procurement (OCP). The cure letter will delineate the failed requirements, the corrective action required to continue the contract, and the consequences for non-compliance as mandated by governing requirements. The service provider may be required to provide a monthly progress report to describe the progress made toward correcting the finding(s) cited in the Corrective Action Plan.

B. Monitorings Conducted by WIOA Service Providers

Frequency: Ongoing

Providers must ensure regular internal oversight of their own activities, as well as, conduct and document regular monitoring of the activities of their provider partners that receive public funds administered by DOES. Monitoring must include oversight of performance and programmatic aspects of the work of the entities administering and delivering services. These monitoring activities should be designed to ensure: 1) compliance with federal, state, and local requirements; 2) the safeguarding of DOES-issued program funds; and 3) success of programs and intended results.

Monitoring activities must assess whether a provider partner is in compliance with applicable laws and governing contract provisions/grant agreement, policies, and official directives. The provider must also assess provider partner's compliance with the appropriate uniform administrative requirements for grants and agreements as delineated in the federal Office of Management and Budget (OMB) circulars or rules. These activities must encompass both programmatic and financial oversight and must be evaluated no less than annually and include:

1. Determine that expenditures have been charged to the cost categories and within the cost limitations specified in the applicable laws and regulations;
2. Determine whether or not there is compliance with other provisions of applicable laws and regulations; and
3. Provide technical assistance as necessary and appropriate.

C. Monitoring Status Reports

Frequency: Quarterly

OPPM Associate Director will prepare and submit to DOES Deputy Director of Workforce Development and the Associate Director of Workforce Development a quarterly monitoring status report no later than 20 days following each quarter. The monitoring report will be comprised of four (4) succinct categories: 1) Federally-funded Programmatic Reviews; 2) Locally-funded Programmatic Reviews; 3) Federally-funded Fiscal Reviews; and 4) Locally-funded Fiscal Reviews. This report will provide insight and transparency into the execution of current monitoring efforts (active and concluded), as well as, inform the Deputy Director of Workforce Development and the Director of potential programmatic areas of concern.

Information captured on the monitoring report will include: program name; date of desk review; date of on-site review; date of participant folder review; date program monitoring report issued; corrective actions required; review status; and other areas of concern.

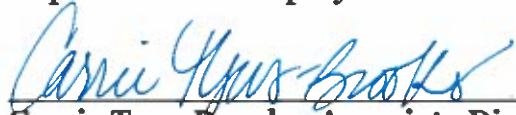
V. APPROVAL



Odie Donald II, Acting Director
Department of Employment Services

3/2/17

Date



Carrie Tyus-Brooks, Associate Director
Office of Policy, Performance and Monitoring

3/2/2017

Date

Remove & Destroy:	None
Effective Date:	Date of Signature
Review Date:	Eighteen (18) months from date of Signature
Distribution:	Workforce Development & Economics Managers and Staff Office of Policy, Performance and Monitoring
Point-of-Contact:	Carrie Tyus-Brooks, Associate Director OPPM Carrie.Tyus-Brooks@DC.gov

District of Columbia Department of Employment Services Program Policy	
Policy Number: WDE-07-003	Subject: Fiscal Monitoring General Policy
Date of Issuance: 01/30/2017	Office/Division/Program Reference: OPKM/Performance Management
Effective Date: Upon signature	Revision Date: Two (2) years after signature

I. PURPOSE

The purpose of this policy is to set forth the means by which OPKM will carry out its responsibilities for fiscally monitoring federally- and locally-funded programs supporting DOES customers. Fiscal Monitoring is critical in ensuring programmatic funds and other assets are adequately safeguarded and utilized in compliance with federal and District requirements.

II. REFERENCES

- Workforce Innovation and Opportunity Act (WIOA) of 2014:
 - § 107 – *Local Workforce Development Boards*;
 - § 116 – *Evaluation of State Programs and Design and Results Section*;
 - § 129 – *Use of Funds for Youth Workforce Investment Activities*;
 - § 134 – *Use of Funds for Employment and Training Activities*; and
 - § 184 – *Fiscal Controls*.
- Code of Federal Regulations: Code of Federal Regulations:
 - 2 CFR § 215 and 220, *Cost Principles for Educational Institutions* (OMB Circular A-21);
 - 2 CFR § 225, *Cost Principles for State, Local, and Indian Tribal Governments* (OMB Circular A-87);
 - 2 CFR § 230, *Cost Principles for Non-Profit Organization* (OMB Circular A-122);
 - 29 CFR § 95, *Grants and Agreements with Institutions of Higher Education, Hospitals, and other Non-Profit Organizations* (OMB Circular A-110); and
 - 29 CFR § 97, *Uniform Administrative Requirements for Grants and Cooperative Agreements to Local and State Government* (OMB Circular A-102).
- District of Columbia Code and Municipal Regulations:
 - §32-241 – *Programs for Employment and Training of Young District Domiciliaries*; and
 - §32-1671 – *Use of Local Funds Designated for Adult Training*.
- Training and Employment Guidance Letters (as mandated)
- District of Columbia Workforce Investment Council Workforce Implementation Guidance Letters (as applicable)

III. REQUIREMENTS

OPKM's Fiscal Monitoring team will conduct a series of comprehensive fiscal reviews that include site visits and desk reviews, as well as, reviews of timekeeping records, policies,

procedures and financial data. OPPM's goals are to ensure: 1) the fiduciary accountability and fiscal solvency of partnering employers, providers, and host agencies; and 2) adherence of programmatic fiscal policies governing DOES program staff in accordance with federal and local mandates.

DOES has the right of timely access to any books, documents, papers, computer records, emails, or other records of sub-recipients and contract service providers that are pertinent to the use of any funds administered by DOES, in order to conduct monitoring, audits, and examinations and to make excerpts, transcripts, and photocopies of such documents. Fiscal reviews conducted, as well as their prescribed frequency, are delineated below:

A. Annual Reviews

Frequency: Annually

Fiscal monitoring shall be conducted by DOES, and will include desk and on-site reviews. The purpose of these reviews is to ensure program funds are used in compliance with applicable laws and regulations as stipulated in governing agreements, and in accordance with generally accepted accounting principles and procedures.

1. Desk Review

Notice to Provider – OPPM fiscal monitoring staff will notify the service provider by email of its intent to monitor approximately two (2) weeks before the desk review and send a list of documents the service provider must submit for review. Providers, including host agencies and employers, are required to submit the requested information within 10 days of the monitoring notification issuance. Additionally, OPPM fiscal monitoring staff will request any necessary internal documents for the desk review from the appropriate DOES program staff.

Desk Review Protocol – Upon receipt of the documents, OPPM fiscal monitoring staff will review and analyze the submitted information to ensure prevalent fiscal operations are in compliance with applicable federal and District laws, regulations, and agreements. The desk review must include a review of: internal fiscal policies and procedures, accounting systems, expenditure reports, internal controls, cash management, audit reports, and/or invoices. During the desk review, monitoring staff will compile a list of follow-up questions and clarifications at the on-site review.

2. On-site Review

Notice to the Provider – On an annual basis, DOES staff will schedule an on-site fiscal monitoring visit with each service provider. The provider will be notified by email of the scheduled monitoring visit by DOES staff approximately one (1) month prior to the visit and will advise staff of the necessary requirements and timeline of the monitoring visit.

DOES staff will conduct a site visit at the service provider location where services take place. Once on site, the OPPM fiscal monitor will conduct an entrance interview with an authorized representative of the provider. The entrance interview will outline the

scope and purpose of the review and make sure the appropriate documents are available to be reviewed. Additionally, the monitor will discuss any questions and/or clarifications that arose from the program desk review, and address any findings from the previous reviews.

OPPM fiscal monitor will review: internal fiscal policies and procedures, accounting system, expenditure reports, internal controls, cash management, audit reports, and invoices. Additionally, during the on-site visit, the OPPM fiscal monitor will interview fiscal staff. Each service provider will participate in an exit conference with the authorized representative to review the outcomes of the monitoring report.

- 3. Fiscal Monitoring Report** – Within thirty (30) days following the monitoring site visit, the OPPM fiscal monitoring team will complete and disseminate a Final Monitoring Report Draft of the monitoring site visit to the DOES Director, the Deputy Director for Workforce Development, managing Associate Directors, program managers, and all applicable DOES staff. The final monitoring report draft will consist of a narrative summarizing the monitoring visit detailing the scope of the review; violations (findings) and areas of concern noted; required corrective actions; recommendations; and notable promising practices. If findings are cited, the required corrective action will be determined. The OPPM Associate Director will work with the responsible party to determine a prescribed duration for completion in accordance with prevailing industry standards.

All responding service providers and DOES program administrators will be granted thirty (30) days upon receiving the OPPM report to formally respond to the OPPM monitoring and commence corrective activities in accordance with the mandated timeline upon filing response to OPPM. Submitted responses will be included in the final report. At the conclusion of the allotted corrective timeline, and once remedies have been confirmed by OPPM Fiscal Monitors, the Monitoring Report will be updated accordingly, finalized, and disseminated to all pertinent stakeholders.

- 4. Corrective Action** – If the provider is unable to remedy the initial findings identified in the Monitoring Report by the prescribed time, DOES will initiate a Corrective Action Plan (CAP). The CAP shall identify the actions the provider will be required to take to correct findings, as well as, a date by which the action will be completed. The provider may be required to provide a monthly progress report to describe the progress that has been made toward correcting the finding(s) identified in the CAP. At the discretion of DOES, further reviews may be conducted. The authorized provider/contractor will be issued a written statement to acknowledge the resolution of a corrective action.

If missing documents or required corrections have been identified during the monitoring process, the provider must submit a written response and supporting documentation to DOES within thirty (30) days of receiving the Final Monitoring Report Draft. After the review and evaluation of the response and supporting documentation, DOES will issue a determination identifying questioned costs, if any,

as well as addressing the acceptability of actions taken or planned to resolve the findings.

Failure to provide the required documentation will result in the issuance of a “cure letter” from the Office of Contracts and Procurement (OCP). The cure letter will delineate the failed requirements, the corrective action required to continue the contract, and the consequences for non-compliance as mandated by governing requirements. The service provider may be required to provide a monthly progress report to describe the progress that has been made toward correcting the finding(s) cited in the Corrective Action Plan.

B. Program Invoice Validation

Frequency: Quarterly

OPPM fiscal monitoring staff will conduct a thorough review of randomly selected vendor invoices in accordance with current executed contracts and agreements. On a quarterly basis, the OPPM Associate Director (AD) will request from the Office of the Agency Fiscal Officer (AFO) a random sampling of provider/employer invoices for review. The review will include:

- Labor rate verification;
- Provider/employer program staff time sheets;
- Payroll ledgers;
- Direct costs as negotiated;
- Other direct costs and related backup documentation; and
- Indirect rate as negotiated.

The OPPM fiscal monitors will work directly with the AFO’s office to communicate discrepancies in reviewed invoicing as quarterly. Deviations from negotiated budgets, allowable costs, invoicing, or rates will be flagged and called to the AFO’s attention for remedy. Contracts having demonstrated deficient invoicing practices (inconsistent with governing requirements) will be identified for review as appropriate.

C. Participant Payroll Reconciliation

Frequency: Monthly

OPPM fiscal monitoring staff will conduct regular reviews of payments paid to participants enrolled in wage-based federally- and locally-funded programs. In accordance with governing regulations and programmatic requirements, the fiscal monitoring team will conduct random reviews of program timesheets and payroll journals. Copies of program timesheets will be provided by DOES program manager; program payroll records (payroll ledgers) will be provided by DOES Office of Information Technology (OIT). Fiscal monitoring staff will also assess, for the sampling in review, the following required functions:

- Maximum expenditure levels;
- Authorized hours-per-week maximums;
- Hourly rates of pay;

- Applicable fringe benefits;
- Other payroll deductions; and
- Allowable paid program activities.

The OPPM fiscal monitors will work directly with the applicable program manager to communicate programmatic and payment discrepancies identified during reviews.

D. Monitorings Conducted by WIOA Service Providers

Frequency: Ongoing

Providers must ensure regular internal oversight of their own activities, as well as, conduct and document regular monitoring of the activities of their provider partners that receive public funds administered by DOES. Monitoring must include oversight of performance, program, and fiscal aspects of the work of the entities administering and delivering services. These monitoring activities should be designed to ensure: 1) compliance with federal, state, and local requirements; 2) success of programs and intended results; and 3) the safeguarding of DOES-issued program funds. Further, monitoring activities should be planned to ensure the most effective use of monitoring resources.

Monitoring activities must assess whether a provider partner is in compliance with applicable laws and governing contract provisions/grant agreement, policies, and official directives. The provider must also assess provider partner's compliance with the appropriate uniform administrative requirements for grants and agreements as delineated in the federal Office of Management and Budget (OBM) circulars or rules. These activities must encompass both financial and programmatic oversight and must be evaluated no less than annually and include:

1. Determine that expenditures have been charged to the cost categories and within the cost limitations specified in the applicable laws and regulations;
2. Determine whether or not there is compliance with other provisions of applicable laws and regulations; and
3. Provide technical assistance as necessary and appropriate.

E. Monitoring Status Reports

Frequency: Quarterly

OPPM Associate Director will prepare and submit to DOES Director of Workforce Development and Economics and the Director a quarterly monitoring status report no later than 20 days following each quarter. The monitoring report will be comprised of four (4) succinct categories: 1) Federally-funded Programmatic Reviews; 2) Locally-funded Programmatic Reviews; 3) Federally-funded Fiscal Reviews; and 4) Locally-funded Fiscal Reviews. This report will provide insight and transparency into the execution of current monitoring efforts (active and concluded), as well as, inform leadership of potential programmatic areas of concern.

Information captured on the monitoring report will include: program name; date of desk review; date of on-site review; date of participant folder review; date program monitoring report issued; corrective actions required; review status; and other areas of concern.


V. APPROVAL



Odie Donald II, Acting Director
Department of Employment Services

3/3/17

Date



Carrie Tyus-Brooks, Associate Director
Office of Policy, Performance and Monitoring

3/3/2017

Date

Remove & Destroy: None

Effective Date: Date of Signature

Review Date: Eighteen (18) months from date of Signature

Distribution: Workforce Development & Economics Managers and Staff
 Office of Policy, Performance and Monitoring

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PART I
D.C. PERSONNEL REGULATIONS
CHAPTER 14
PERFORMANCE MANAGEMENT
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CHAPTER 14

PERFORMANCE MANAGEMENT

1400 APPLICABILITY

1400.1 The provisions of this chapter apply to all of the following:

- (a) Employees in the Career Service under the authority of sections 801 of the District of Columbia Government Comprehensive Merit Personnel Act of 1978 (CMPA), effective March 3, 1979 (D.C. Law 2-139; D.C. Official Code § 1-608.01 (2006 Repl. & 2011 Supp.));
- (b) Employees in the Educational Service in the Office of the State Superintendent of Education under the authority of section 801a of the CMPA (D.C. Official Code § 1-608.01a (2006 Repl. & 2011 Supp.));
- (c) Uniformed members of the Metropolitan Police Department at the ranks of Lieutenant, Captain, Inspector, Commander, and Assistant Chief; and uniformed members of the Fire and Emergency Medical Services Department in the positions of Deputy Fire Chief, Battalion Fire Chief, Assistant Fire Chief (Operations), and Assistant Fire Chief (Services);
- (d) Employees in the Excepted Service appointed under the authority of section 903 of the CMPA (D.C. Official Code § 1-609.03 (2006 Repl. & 2011 Supp.));
- (e) Employees in the Excepted Service appointed as Capital City Fellows, as specified in section 1419 of this chapter;
- (f) Employees in the Management Supervisory Service appointed under the authority of sections 951 through 958 of the CMPA (D.C. Official Code §§ 1-609.51 through 1-609.58 (2006 Repl.)), except for the provisions of section 1414 of this chapter; and
- (g) Employees in the Legal Service appointed under the authority of sections 851 through 863 of the CMPA (D.C. Official Code §§ 1-608.51 through 1-608.62 (2006 Repl. & 2011 Supp.)) as supervisory attorneys in the Office of the Attorney General for the District of Columbia, non-supervisory attorneys who report directly to either the Attorney General for the District of Columbia or the Principal Deputy Attorney General, subordinate agency General Counsel, and other subordinate agency supervisory attorneys in the Legal Service.

1401 EXCLUSIONS

1401.1 The provisions of this chapter shall not apply to the following employees:

- (a) Uniformed members of the MPD at the ranks of Officer, Master Patrol Officer, Detective, Investigator, and Sergeant, who continue to be covered under the performance evaluation system in effect as of the effective date of these regulations;
- (b) Uniformed members of the FEMSD in positions other than those listed in 1400.1 (a)(3) of this chapter; and
- (c) Unionized employees in the Legal Service.

1402 PURPOSE

- 1402.1 The purpose of this chapter is to set forth the rules for the District government's performance management program.
- 1402.2 Performance management integrates the processes District government agencies use to do all of the following:
 - (a) Communicate and clarify organizational and individual work goals to all employees;
 - (b) Identify individual and, where applicable, team responsibilities and accountability for accomplishing work unit, agency, and organizational goals;
 - (c) Identify and address developmental needs for individuals and, where applicable, teams;
 - (d) Provide feedback to employees about performance expectations and work accountability;
 - (e) Assess and improve individual, team, and organizational performance;
 - (f) Use appropriate measures of performance as the basis for recognizing and rewarding accomplishments; and
 - (g) Use the results of the annual performance evaluation as a basis for appropriate human resources' actions, including training, promotion, demotion, administrative action, or other types of human resources' actions.
- 1402.3 The performance management program implemented by this chapter shall accomplish all of the following:
 - (a) Create and set forth work expectations in relation to the strategic goals of a work unit, an agency and, where applicable, the District government as a whole;
 - (b) Hold supervisors and employees accountable for performance, which shall include a direct relationship between the performance evaluation received pursuant to this chapter and the receipt of any periodic salary increases (including salary increases on both step and merit-based salary plans);
 - (c) Objectively evaluate employees' work performance based on criteria that have been made known to the employees prior to the performance evaluation;

- (d) Improve employee performance through developmental plan and continuous employee skill development;
- (e) Recognize employees' accomplishments and identify employees' deficiencies so that appropriate rewards or assistance can be provided; and
- (f) Tie employee performance to work unit, agency, and where applicable, District government-wide outcomes.

1403 PERFORMANCE MANAGEMENT PERIOD

- 1403.1 Except as provided in section 1417 of this chapter, the performance management period for all covered employees shall be from the beginning of each fiscal year (October 1st) to the end of the fiscal year (September 30th).

1404 PERFORMANCE RATINGS

- 1404.1 An overall performance rating shall be a culmination of the ratings assigned to each performance expectation. The overall performance rating indicates the level of an employee's actual performance of assigned competencies and S.M.A.R.T Goals during the performance management period.
- 1404.2 The overall performance rating shall be derived from the score on competencies for fifty percent (50%); and S.M.A.R.T Goals for fifty percent (50%).
- 1404.3 The rating levels for the performance management program shall be as follows:
- (a) Level 5, *Role Model* – Performance serves as a benchmark for other employees in the workplace. Regarded by colleagues as a person with great depth and breadth of knowledge in area of expertise, ideas and is willing to share it with others. Contributions, initiatives, and productivity reflect the highest degree of performance.
 - (b) Level 4, *Highly Effective Performer* – Performance consistently exceeds expectations in most areas and meets expectations in all other areas. Consistently adds value to the work of the agency. Demonstrates willingness to offer sound recommendations for improvement and is involved in the implementation of them.
 - (c) Level 3, *Valued Performer* – Performance expectations consistently meet and may occasionally exceed expectations, and therefore, meets the minimum requirements of the position. Contributions are essential to ensuring that agency goals are met.
 - (d) Level 2, *Marginal Performer*– Performance of most expectations needs improvement. Adequate performance of the expectations for the position requires further development of skills. Potential to improve is evident and demonstrates a willingness to improve skills.
 - (e) Level 1, *Inadequate Performer* – Performance of expectations is consistently inadequate, and therefore fails to meet the minimum requirements of the position. Potential to improve is not evident.

1405 PERFORMANCE PLANS

- 1405.1 A Performance Plan shall set forth the performance expectations and development objectives that each covered employee is expected to accomplish during the performance management period.
- 1405.2 Only the Director, D.C. Department of Human Resources (or designee), or independent personnel authority, as applicable, may approve an agency's request for an extension of the annual Performance Plan submittal period.
- 1405.3 Except as otherwise provided in this chapter, each supervisor shall complete a Performance Plan outlining what is expected of each covered employee, as follows:
- (a) Within thirty (30) days of the beginning of each performance management period;
 - (b) Within thirty (30) days of the date an employee is promoted, appointed, transferred, reassigned, or demoted to a new position or a position with significantly different duties and responsibilities;
 - (c) Within thirty (30) days of the date an employee is officially detailed when the detail is for a period of more than ninety (90) days;
 - (d) An employee who has been reassigned to a position with different duties and responsibilities within ninety (90) days of the end of the performance management period shall receive a Performance Plan for the following fiscal year within thirty (30) days of commencing the duties of the position to which reassigned; or
 - (e) An employee who has been promoted or demoted during the ninety (90) days prior to the end of the performance management period shall receive a Performance Plan for the following fiscal year within thirty (30) days of commencing the duties of the new position.
- 1405.4 A Performance Plan shall include all of the following:
- (a) Competencies;
 - (b) S.M.A.R.T (*Specific, Measurable, Attainable, Realistic, Time-Related*) Goals; and
 - (c) An Individual Development Plan.
- 1405.5 Modifications to the Performance Plan can only be made up to June 30th (ninety (90) calendar days before the end of the performance management period).

1406 COMPETENCIES

- 1406.1 Competencies are a type of performance expectation that consists of the critical knowledge, abilities, skills, and personal characteristics necessary for satisfactory performance in a particular

position. Competencies are linked to the specific duties performed in a particular work unit, but focus strongly on each employee individually.

- 1406.2 At the beginning of each performance management period, a supervisor or a reviewer, in the absence of the supervisor, shall discuss with the employee how each competency relates to the employee's job. At the end of the performance management period, the supervisor or a reviewer, in the absence of the supervisor, shall evaluate each competency based on the employee's performance during the period.
- 1406.3 There are five (5) core competencies for all employees covered by this chapter:
- (a) Accountability;
 - (b) Communication;
 - (c) Customer Service;
 - (d) Goal Attainment; and
 - (e) Job Knowledge.
- 1406.4 There are three (3) additional core competencies applicable to supervisors:
- (a) Leadership;
 - (b) Management of Others; and
 - (c) Operational and Strategic Planning.
- 1406.5 The supervisor may choose up to three (3) additional competencies, or develop an additional three (3) competencies in collaboration with the employee. The recommended additional competencies include but are not limited to the following:
- (a) Flexibility/Adaptability;
 - (b) Initiative;
 - (c) Innovation;
 - (d) Mechanical Ability;
 - (e) Negotiation;
 - (f) Problem Solving;
 - (g) Productivity;
 - (h) Teamwork;

- (i) Technical Ability; and
- (j) Use of Technology;

1407 S.M.A.R.T GOALS

- 1407.1 S.M.A.R.T Goals are a type of performance expectation that consists of goals that are “Specific, Measurable, Attainable, Realistic, and Time-Related.” A Performance Plan shall include at least three (3) and not more than five (5) S.M.A.R.T Goals.
- 1407.2 The use of S.M.A.R.T Goals may augment the use of performance standards for agencies to document performance objectives for employees. Wherever possible, and as applicable, agencies should incorporate the text normally found in performance standards in the employee’s S.M.A.R.T Goals.
- 1407.3 S.M.A.R.T Goals set in the Performance Plan shall be weighted, with the sum of all goal weightings equal to one hundred percent (100%).
- 1407.4 S.M.A.R.T Goals set in the performance plan shall include a timeframe for the accomplishment of each goal.
- 1407.5 At the beginning of each performance management period, a supervisor or the reviewer, in the absence of the supervisor, shall discuss with the employee how each S.M.A.R.T Goal relates to the employee’s job. At the end of a performance management period, the supervisor or the reviewer, in the absence of the supervisor, shall evaluate each S.M.A.R.T Goal based on the employee’s performance during the period.

1408 INDIVIDUAL DEVELOPMENT PLAN

- 1408.1 At the beginning of the performance management period, a supervisor, or the reviewer in the absence of the supervisor, shall prepare an Individual Development Plan for an employee, identifying areas for growth and development. The Individual Development Plan shall be prepared in collaboration with the employee. The Individual Performance Plan shall include at least one (1) and no more than three (3) objectives.
- 1408.2 Each Individual Development Plan is for developmental purposes only, and shall not be part of the evaluation at the end of the performance management period.
- 1408.3 Each Individual Development Plan may include but is not limited to the following objectives:
- (a) Specific objectives designed to improve the knowledge, skills, and abilities of the employee;
 - (b) Specific objectives for areas of ongoing professional development; or
 - (c) Objectives that address areas in which the employee received a review of “Marginal Performer” or below during the preceding review year.

- 1408.4 Each Individual Development Plan shall include a timeframe for the accomplishment of each objective.

1409 MID-YEAR PROGRESS DISCUSSION

- 1409.1 Each employee entitled to an annual performance evaluation under section 1411 of this chapter may participate in a mid-year progress discussion no less than three (3) months prior to the end of the performance management period. When used, the mid-year progress discussion is initiated by the employee's immediate supervisor or the reviewer, in the absence of the immediate supervisor; and serves as a mechanism for providing feedback to an employee and identifying areas that need improvement.
- 1409.2 The mid-year progress discussion shall be mandatory in the case of probationary employees. The mid-year progress discussion shall not impinge on a recommendation to terminate the probationary employee during his or her probationary period.
- 1409.3 An annual performance evaluation shall not be based solely on a mid-year progress discussion. An employee's performance during the entire review period must be used to determine how well the employee performed each performance expectation and the overall performance rating.

1410 PERFORMANCE IMPROVEMENT PLAN

- 1410.1 The provisions of this section shall apply to all employees described in 1400.1 of this chapter, except for Career Service probationary employees and Senior Executive Attorney Service attorneys' in the Office of the Attorney General.
- 1410.2 A Performance Improvement Plan (PIP) is a performance management tool designed to offer the employee placed on it an opportunity to demonstrate improvement in his or her performance.
- 1410.3 The purpose of a Performance Improvement Plan is to offer the employee placed on it an opportunity to demonstrate improvement. A Performance Improvement Plan issued to an employee shall last for a period of thirty (30) to ninety (90) days, and shall:
- (a) Identify the specific performance areas in which the employee is deficient; and
 - (b) Provide concrete, measurable action steps the employee needs to take to improve in those areas.
- 1410.4 A supervisor or, in the absence of that individual, the reviewer, shall complete a PIP when employee performance has been observed by the supervisor as being deficient. The last date on which a PIP may be issued is June 30 of each year.
- 1410.5 Within ten (10) calendar days of the end of the PIP period, the employee's immediate supervisor or, in the absence of that individual, the reviewer, shall make a determination as to whether the employee has met the requirements of the PIP. If the determination is that the employee has met the requirements of the Performance

Improvement Plan, the employee's immediate supervisor, or in the absence of that individual, the reviewer, shall so inform the employee, in writing. If the determination is that the employee failed to meet the requirements of the Performance Improvement Plan, the employee's immediate supervisor or in the absence of that individual, the reviewer, as appropriate, shall issue a written decision to the employee to:

- (a) Extend the Performance Improvement Plan for an additional thirty (30) and not to exceed ninety days total, to further observe the employee's performance;
- (b) Reassign, reduce in grade, or remove the employee.

1410.6 Failure on the part of the supervisor, or, in the absence of that individual, the reviewer, to issue a written decision within the specified time period will result in the employee's performance having met the PIP requirements.

1410.7 Any reduction in grade or termination action as specified in section 1410.5 (b) of this section taken against a Career Service employee shall be taken pursuant to Chapter 16 of these regulations.

1410.8 Any reduction in grade or termination action as specified in section 1410.5.(b) of this section taken against a Legal Service employee as described in section 1400.1 (e) of this chapter who is not "at-will" shall be taken pursuant to Chapter 36 of these regulations.

1410.9 The Chief of Police may elect not to use a Performance Improvement Plan for officials above the rank of Captain

1411 ELIGIBILITY TO RECEIVE AN ANNUAL PERFORMANCE EVALUATION

1411.1 In order to be eligible to receive an annual performance evaluation, a Performance Plan shall be in place for at least ninety (90) calendar days prior to conducting an annual performance evaluation based on that performance plan at the end of the performance management period.

1411.2 An employee who has been reassigned, promoted or demoted during the ninety (90) days prior to the end of the performance management period shall receive a performance evaluation for that period.

1411.3 The performance evaluation pursuant to sections 1411.2 of this section shall be issued by the employee's previous supervisor as specified in those sections.

1411.4 An employee who was reinstated or restored to duty during the ninety (90) days prior to the end of the performance management period shall be rated at the end of the next performance management period.

1411.5 An employee who transfers to an agency under the Mayor's personnel authority from an independent personnel authority, or who is newly appointed during the ninety (90) days prior to the end of the performance management period, shall be rated at the end of the next performance management period.

1411.6 An employee reinstated, restored, newly appointed, or transferred shall automatically be

considered as having been assigned a rating of Valued Performer, which shall remain the official rating of record until such time as replaced by another official rating.

1412 ANNUAL PERFORMANCE EVALUATION

- 1412.1 An annual Performance Evaluation shall be issued to each eligible employee within three months of the end of the performance management period, the exact date of which will be established by the appropriate personnel authority.
- 1412.2 The annual Performance Evaluation shall be based on the employee's Performance Plan for that performance management period.
- 1412.3 Except as provided in section 1412.5 of this section, each employee entitled to be rated under section 1411 of this chapter shall be rated, based on his or her position of record, by his or her immediate supervisor or the reviewer, in the absence of the supervisor. In the absence of both the immediate supervisor and the reviewer, the agency head shall designate a higher-level official to complete the Performance Evaluation. In the absence of an electronic official performance evaluation, the employee's performance shall be deemed to be at the "Valued Performer" level.
- 1412.4 A supervisor leaving his or her position at any time within the last ninety (90) calendar days of the performance management period shall conduct a Performance Evaluation for each employee covered by this chapter prior to his or her departure.
- 1412.5 An employee serving on detail for more than ninety (90) days at the end of the performance management period shall be rated by the employee's immediate supervisor of the position to which detailed, with input from the supervisor of the employee's position of record.
- 1412.6 An agency may use multi-source feedback as an evaluation tool consistent with procedures and guidelines established by the appropriate personnel authority.
- 1412.7 In instances where employees perform shift work or have multiple supervisors during the year, input or completion of the employee's performance evaluation shall be provided by the appropriate supervisor(s).
- 1412.8 When an employee is evaluated on performance in his or her position of record in accordance with section 1412.3 of this section, appropriate consideration shall be given to work performed outside the position of record.
- 1412.9 Except when the agency head is the rating official, a Performance Evaluation issued by a rating official shall be subject to the review and approval of a reviewer prior to the supervisor's year-end discussion with an employee.
- 1412.10 The annual Performance Evaluation for an employee who is on approved extended leave at the end of the performance management period (during the period in which performance evaluations are finalized) shall be postponed until the employee returns to his or her official position of record.

1412.11 A signature on the annual Performance Evaluation is considered official when submitted electronically using an electronic system used to facilitate the performance planning and evaluation process outlined in this chapter.

1412.12 The personnel authority may approve an agency's request for an extension of the annual Performance Evaluation submittal period, consistent with 1412.1 of this section.

1413 SELF-EVALUATION

1413.1 At his or her discretion, each employee eligible to receive an evaluation may submit a self-evaluation to his or her supervisor as input into the performance evaluation process.

1414 SALARY INCREASES

1414.1 An annual overall performance rating of *Valued Performer* or higher shall constitute performance at an acceptable level of competence for purposes of eligibility for a periodic step increase or a merit-based salary increase (for employees paid from open range salary schedules), as applicable, under Chapter 11 of these regulations.

1414.2 Each time an employee fails to receive a rating of *Valued Performer* or higher shall result in the due date for the next scheduled periodic step increase or merit-based salary increase being delayed for an additional year.

1415 EMPLOYEE REQUEST FOR REVIEW

1415.1 The provisions of this section shall apply to all employees described in 1400.1 of this chapter, except for Career Service probationary employees.

1415.2 Employees' requests for review of performance ratings shall be handled at the hiring agency level. Subordinate agencies must establish an internal Reconsideration and Resolution Committee (RRC) to formally review overall performance ratings of *Inadequate Performer* (Level 1) and *Marginal Performer* (Level 2). Agencies will conduct a "paper review" of overall ratings of *Valued Performer* (Level 3), and *Highly Effective Performer* (Level 4).

1415.3 The D.C. Department of Human Resources (DCHR) will serve in an impartial advisory capacity in the administration and disposition of performance rating review cases in subordinate agencies.

1415.4 An employee may, within ten (10) calendar days of participating in a performance rating year-end discussion with the supervisor, request a review of the rating by submitting the request for review to the subordinate agency head (or designee).

1415.5 An employee's request for review of an official annual performance rating shall be in writing, and shall be submitted in accordance with procedures issued by the appropriate personnel authority.

1415.6 Pursuant to section 603 (a) of the CMPA (D.C. Official Code § 1-606.03 (a)), an employee may appeal a final agency decision affecting a performance rating which results in removal of the employee with the Office of Employee Appeals.

- 1415.7 Upon receipt of a request for review, the subordinate agency head (or designee) shall take either of the following actions:
- (a) Dismiss the employee's request for review on technical grounds (i.e., procedural or regulatory violation) and sustain the performance rating; or
 - (b) Accept the employee's request for review, and refer the request to the agency's RRC for review and disposition.
- 1415.8 Independent personnel authorities may establish a review process for their employees.
- 1415.9 The provisions of section 1415.6 of this section shall not apply to any performance rating that results in the removal of a Legal Service employee as described in section 1400.1 (e) of this chapter. The right of appeal of such an employee shall be governed by Chapter 36 of these regulations.
- 1415.10 Rating appeal rights of Metropolitan Police Department employees shall be in accordance with procedures established by the agency.

1416 PROBATIONARY EMPLOYEES

- 1416.1 An employee serving a probationary period shall be subject to the performance management program established by this chapter. A Performance Plan shall be provided to each probationary employee, on which the probationer shall be evaluated.
- 1416.2 An acceptable performance rating during a probationary period in and of itself does not constitute passing of the probationary period or automatic movement to a permanent status.
- 1416.3 Neither the mid-year progress discussion nor the annual performance evaluation received by the probationary employee is appealable.

1417 CAPITAL CITY FELLOWS

- 1417.1 A Performance Plan as described in section 1404 of this chapter shall be completed for each Capital City Fellow, not later than thirty (30) calendar days after the beginning of each six-month (6-month) placement. Each Performance Plan shall outline what is expected from the Capital City Fellow.
- 1417.2 The goals for each six-month (6-month) placement shall be weighted, with the sum of all goal weightings equal to one hundred percent (100%) for each rating. Goals shall be set as follows:
- (a) Twenty five (25%) of the overall goals assigned to program-related activities and participation, to be set by the Director, D.C. Department of Human Resources (or designee); and
 - (b) Seventy five percent (75%) of the overall goals assigned to on-site performance, to be set by each agency supervisor to whom the Capital City Fellow is assigned.

- 1417.3 The performance of each Capital City Fellow shall be evaluated at the end of each six-month (6-month) placement as specified in this section, for a total of four (4) individual performance ratings during the two-year (2-year) program.
- 1417.4 Each Capital City Fellow may, at his or her discretion, submit a self-evaluation as input into the annual performance evaluation process.
- 1417.5 A rating of *Valued Performer* or higher shall constitute performance at an acceptable level of competence for purposes of salary adjustment.
- 1417.6 The provisions in section 1416 of this chapter shall apply to Capital City Fellows.
- 1417.7 Capital City Fellows' annual performance evaluations are not appealable.

1499 DEFINITIONS

When used in this chapter, the following terms shall have the meaning ascribed:

Annual performance evaluation – a process for determining how well an individual employee has performed the performance expectations established in the performance plan for the review period.

Competency – a type of performance expectation that consists of the critical knowledge, abilities, skills and personal characteristics necessary for satisfactory performance. They are linked to the specific duties performed in a particular work unit but focus strongly on the individual employee.

Electronic signature – a technologically neutral term indicating various methods of signing an electronic message that: (a) identifies and authenticates a particular person as a source of the electronic message; and (b) indicates such person's approval of the information contained in the electronic message. Examples of electronic signature include: Personal Information Numbers or "PINs," user identifications and passwords, digital signatures, and hardware and biometric tokens.

Individual development plan (IDP) – a development tool that identifies training and learning activities that will help an employee enhance the knowledge, skills, and abilities needed to perform work duties and prepare the employee for future career advancement.

Mid-year progress discussion – a formal meeting between a supervisor and employee to discuss the employee's performance and development at the midpoint of the review period.

Multi-source feedback – a tool used to assess employee performance that involves several sources (i.e., peers, employees, supervisors, customers) that have reliable information of an employee services or work products. This is commonly known as "*360 degree feedback*."

Performance expectations – S.M.A.R.T. goals and competencies that describe what and how work is to be performed. Performance expectations are established by the supervisor and employee at the beginning of a review period.

Performance improvement plan (PIP) – A performance management tool designed to offer the employee an opportunity to demonstrate improvement in his or her performance.

Performance management – the systematic process by which an agency involves its employees, as individuals and members of a group, to ensure the accomplishment of agency mission and goals.

Performance management period – the length of time covering the performance planning and evaluation process. It goes from the beginning to the end of the fiscal year.

Performance plan – the formalized process of identifying and communicating the organizational, work unit, and individual goals expected of the employee. The Performance Plan consists of the following: Competencies, S.M.A.R.T Goals, and an Individual Development Plan.

Performance rating – the value assigned to each performance expectation and the employee's overall performance based on a supervisor's or, in the absence of the supervisor the reviewer's, assessment of an employee's performance during the review period.

Probationary employee – a Career Service employee occupying a position subject to the completion of a probationary period, to include employees in term appointments.

Rating official – the final rating authority in the annual performance evaluation process, who is either the employee's supervisor, or, in the absence of the supervisor the reviewer.

Request for review – the process in which an employee requests a formal review of the overall performance rating received during the review period.

Reviewer – a supervisor, agency head, or agency head designee responsible for reviewing and approving the annual performance evaluation completed by a rating official.

Self-evaluation – the process in which the employee provides a self-assessment of the employee's performance based on the established performance expectations during the review period.

S.M.A.R.T. goals – a type of performance expectation that consists of goals that are *Specific, Measurable, Attainable, Realistic, and Time-Related*.

Supervisor – an individual having the authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibility to direct them, or to adjust employee grievances, or effectively to recommend such action, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment. For the purposes of this policy, "supervisor" also means "manager".

D.C. Register Updates for Chapter 14 of the D.C. Personnel Regulations,
Performance Management

The following *D.C. Register* citations identify when a given section(s) of Chapter 14, Performance Management, of Title 6 of the District of Columbia Municipal Regulations, was amended. Following the publication in the *D.C. Register* of subsequent final rulemaking notices, this Addendum will be updated accordingly.

For the convenience of Electronic-DPM (E-DPM) readers, the Addendum identifies amendments on a section-by-section basis, as well as the page in the DPM Transmittal impacted by the amendment(s), and provides brief comments on the amendment(s) accomplished.

<i>D.C. Register</i> Date	Section(s)	Change(s) Reflected on Page(s)	Comments
28 DCR 4961 (11/20/81)	Entire chapter	Entire Chapter	The rules implemented Title XIV, Performance Evaluation, of the Comprehensive Merit Personnel Act of 1979.
47 DCR 5560 (7/7/00)	Entire chapter	Entire chapter replaced. (DPM Transmittal No. 60)	The rules implemented the performance management program that was authorized by the Omnibus Personnel Reform Amendment Act of 1988.
48 DCR 301 (1/12/01)	Entire chapter	Entire chapter replaced. (DPM Transmittal No. 69)	The rules implemented the performance management program that was authorized by the Omnibus Personnel Reform Amendment Act of 1988. These rules amend Chapter 14, Performance Management, published at 47 DCR 5560 (July 7, 2000).
49 DCR 1862 (3/1/02)	Section(s) 1400, 1401, and 1411	Entire chapter replaced (DPM Transmittal No. 83)	The rules amended the chapter to add certain uniformed members of the Metropolitan Police Department to those covered by the chapter
50 DCR 2851 (4/11/03)	Entire chapter	Entire chapter replaced (DPM Transmittal No. 95)	The rules amended the chapter to: (1) add certain Legal Service employees and individuals appointed to the Excepted Service as Capital City Fellows to those covered by the chapter; (2) add a provision stating that the chapter is applicable to non-unionized Career Service employees not already covered in agencies under the personnel authority of the Mayor as their coverage is approved by the Director of Personnel on an agency by agency basis; (3) add new sections stating the components of a performance plan, define competencies, provide for an optional mid-year evaluation, and specify the provisions to evaluate the performance of Capital City Fellows; (4) provide clarification of the provisions on performance improvement plans; and (5) modify other portions of the chapter.
52 DCR 1302 (2/11/05)	Section(s) 1400, 1414, 1415, and	Entire chapter replaced.	The rules amended the chapter to: (1) expressly exclude at-will employees,

CHAPTER 14 — PERFORMANCE MANAGEMENT

	1417	(DPM Transmittal No.126)	including Capital City Fellows, from the performance improvement plan requirement in section 1414, (2) add language requiring that supervisors inform employees of any deficiencies in their performance, in a timely manner, throughout the rating period as a means of providing employees sufficient time to improve the deficiencies; (3) specify that employees covered under the chapter may request reviews of any performance rating, and clarify the language concerning appeals of final agency decisions affecting performance ratings which result in removals; and (4) make other non-substantive changes throughout the chapter.
Issued to correct an omission	Section(s) 1400	Page(s) 14-I-1 and 14-I-2 (DPM Transmittal No.137)	The pages are being replaced because sections 1400.2 and 1400.3 of the chapter were inadvertently omitted from Transmittal No. 126.
56 DCR 006164 (8/7/09)	Entire chapter	Entire chapter replaced. (DPM Transmittal No. 194)	The rules amended the chapter in its entirety.
56 DCR 006693 Errata Notice (8/28/09)	Entire chapter	Entire chapter replaced (DPM Transmittal No. 195)	While final rules were published in the <i>D.C. Register</i> on August 7, 2009 (56 DCR 006164); the incorrect version of the rulemaking was mistakenly submitted for publication. Accordingly, a corrected version of the final rules was re-published. The version published as an Errata Notice is the same exact version as the proposed rules published on June 26, 2009 (56 DCR 005068). The rules amended the chapter in its entirety.
59 DCR 008396 (7/13/12)	Section 1400	Entire chapter replaced. (DPM Transmittal No. 205)	The rules amended section 1400 to add the employees within the Educational Service in the Office of the State Superintendent of Education.

Overview of the Performance Rating Review Process

The purpose of this document is to provide general information on the District government's performance rating review process. This process has been revised and its provisions may be found in the District Personnel Manual (DPM)'s Chapter 14, "Performance Management", section 1415, "Employees Request for Review." Responsibility for the performance rating review process has been delegated to agencies subject to the Mayor's personnel authority. The committee responsible for the review process, the Reconsideration and Resolution Committee (RRC), is to be established by and located at the individual agency level. Independent agencies may establish their own performance rating review process.

Employees eligible for a review of their overall performance rating are consistent with employees covered under the District Personnel Manual's Chapter 14, "Performance Management, which may be found at : <http://www.dchr.dc.gov/dcop/cwp/view,a,1218,q,529231.asp>. **Exclusions** are Career Service probationary employees and the Office of the Attorney General's Senior Executive Service attorneys. All rating appeal procedures for Metropolitan Police Department (MPD) employees will follow the procedures established by the MPD.

An employee who receives an overall performance rating of "Inadequate Performer" (Level 1) or "Marginal Performer" (Level 2) may be eligible for a formal review hearing of the rating received. Employees who receive an overall performance rating at the level of "Valued Performer" (Level 3) or "Highly Effective Performer" (Level 4) may only be eligible for a "paper review" of the case materials submitted to the RRC. The performance rating received for the current performance management period, and not prior years, will be eligible for review by the committee. In addition, the official performance rating received is eligible for review and reconsideration by the RRC, and not the SMART goals' content, timeliness of the performance management process, and any other similar objections to the rating process.

A formal review hearing may consist of representation for both parties, witnesses and testimony presented, cross-examination of parties, and a panel decision made based on the information provided as a result of the hearing and the case materials. Performance rating reviews of the Valued Performer and Highly Effective Performer will be based on a "paper review" of the case materials submitted to the Reconsideration and Resolution Committee (RRC) by the employee and the agency supervisor.

Confidentiality and Burden of Proof

All matters pertaining to the performance rating review process are confidential and participants (i.e. the committee, appellant, agency staff, witnesses, representatives) may be required to sign a confidentiality statement. The burden of proof rests with the employee to establish by a preponderance of the evidence presented that he/she is entitled to the performance rating requested.

Completing the Request for Review Form

The employee must provide the following information on the Request for Review form, which may be accessed at this link:

<http://www.dchr.dc.gov/dcop/cwp/view,a,1220,q,644794.asp>

- The rating assigned and the rating desired;
- A copy of the performance evaluation document, and the date of the year-end discussion held with the supervisor;
- Documentation in support of the request;
- Organizational location (department, division, unit) and office telephone number;
- Position and grade;
- Signature of employee and date;
- Reason for requesting a rating review.

Procedures and Timeframes (Dates are based on calendar days)

Note: During this first year of implementation of revised performance rating review procedures, the ten-day period for employee submission of the Request for Review form, as outlined in #1 below, will be waived. In addition, other time frames may be waived. Any related waivers will be addressed in DPM Instructions, Bulletins, and/or Variances published by the D.C. Department of Human Resources.

Formal Hearing Timelines

(For receipt of a rating of Inadequate or Marginal Performer)

1. Within ten (10) days of participating in a performance rating year-end discussion with the supervisor, the employee submits the Request for Review of the performance rating to the RRC Chairperson or other designated person.
2. The RRC Chairperson reviews the Request for Review and makes a decision within 14 days to: deny the request on the basis of technical grounds (procedural or regulatory violation) or forward the request to the RRC for review and disposition.
3. RRC chairperson has 10 days to schedule a review hearing date and notify both supervisor and employee.
4. The agency supervisor and employee must submit supporting documentation and materials to the Committee chairperson 5 days before the scheduled hearing date.

Paper Review Timelines

(For receipt of a rating of valued Performer or Highly Effective Performer)

1. Within ten (10) days of participating in a performance rating year-end discussion with the supervisor, the employee submits the Request for Review of the performance rating to the RRC Chairperson or other designated person.

2. The RRC Chairperson reviews the Request for Review and makes a decision within 14 days to: deny the request on the basis of technical grounds (procedural or regulatory violation) or forward the request to the RRC for review and disposition.
3. RRC chairperson convenes a panel to conduct the paper review within 14 days of receipt of the request from the RRC Coordinator.
4. The agency supervisor and employee must submit supporting documentation and materials to the Committee chairperson 5 days before the scheduled paper review date.

Representative

The employee shall designate a representative, if any, before the hearing. The agency must have a representative. The employee and agency supervisor must provide the name, address and telephone number of the representative to the RRC and to each party within three (3) calendar days of receipt of the notice of the scheduled hearing/review date. Any subsequent changes in representation shall be made known to the RRC committee chairperson as soon as possible before the date of the hearing. The RRC is responsible for deciding on any objections to representatives.

An employee may choose any person as a representative. The agency, however, may challenge the representative on the grounds of conflict of interest or conflict of position. This challenge must be made in writing to the RRC Committee within two (2) calendar days after receipt of the designated representative. In the event the selected representative is disqualified, the employee shall be given adequate time to obtain another representative.

Witnesses

Witnesses are the sole responsibility of the employee or agency. Both parties must provide the RRC and the other party a copy of the witness list, a written statement of what each witness will testify to, and the expected length of testimony within three calendar (3) days of receipt of the scheduled hearing/review date notice. Any party's challenge to the witness list must be made known to the RRC within five (5) days of receipt of the scheduled hearing/review date notice. The RRC is responsible for deciding on any objections to witnesses.

During the hearing, witnesses should be identified by name, title, and where necessary, credentials and qualifications to speak as an expert. They may be allowed to present testimony in their own format or by the direct questioning of the representatives or the panel.

The following are the procedural steps that occur during the RRC formal hearing.

Action	Responsible Party
Opening State	Both parties
Employee presents	By employee
Employee Witnesses	By witness
Direct Questioning	By employee representative
Cross Examination	By other party
Agency presents	By agency representative
Agency Witnesses	By witness
Direct Questioning	By agency representative
Cross Examination	By other party

Pursuant to section 603 (a) of the CMPA (D.C. Official Code § 1-606.03 (a)), an employee may appeal a final agency decision affecting a performance rating which results in removal of the employee with the Office of Employee Appeals.

Department of Employment Services FY2016

Agency Department of Employment Services Agency Acronym DOES Agency Code CF0 Fiscal Year 2016

2016 Objectives

FY16 Objectives

Objective Number	Objective Description
Agency Management (1 Objective)	
1	Improve the Office of the Director, Management and Administration
Labor Standards (1 Objective)	
1	Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury/illness.
Unemployment Insurance Programs (1 Objective)	
1	Increase the efficiency and integrity of unemployment compensation benefits and unemployment tax services provided to unemployment insurance claimants and District employers through the creation and leveraging of technological solutions.
Workforce Development Programs (2 Objectives)	
1	Expand the District's integrated workforce system to improve customer service and outcomes for employers and job seekers.
2	Ensure the District's youth employment program provides occupational skills training, work experience, academic enrichment and life skills training to facilitate the development of work habits and skills that are essential for success in the workplace.

2016 Key Performance Indicators

Measure	Division	Frequency of Reporting	Current Fiscal Year Target	Q1FY2016	Q2FY2016	Q3FY2016	Q4FY2016	FY 2016	Was KPI Met?	Please explain any barriers to meeting your KPI Target?
1 - Expand the District's integrated workforce system to improve customer service and outcomes for employers and job seekers. (6 Measures)										
Number of adult participants completing workforce development training programs		Quarterly	1500	443	437	623	453	1956	Met	
DC unemployment rate as reported by the USDOL Bureau of Labor Statistics (not seasonally adjusted)		Annually	8					6.3%	Met	This data is managed by the US Department of Labor's Bureau of Labor Statistics.
Job growth per year in the District of Columbia		Annually	1					101.4%	Met	
Percent of D.C. residents filling new available positions		Annually	0					Not available		Early on in the drafting process for the FY16 Performance Plan the agency made the City Administrator's office aware of the challenge with collecting this data and suggested this KPI should be removed. The agency's Labor Market Information (LMI) Team did not have any historical data as to how the information to calculate the percentage of DC residents filling new available positions was collected. The LMI team was uncertain as to where the data was located or how to confirm the data if located regarding the DC residents who are filling the new available positions.
Number of long-term unemployed residents that obtained jobs through the On-the-Job Training initiative		Quarterly	50			1	36	37	Unmet	The On-the-Job Training Initiative had a soft launch in April 2016, the second quarter of F16. Due to the finalization of legal documents, the hard and/or official launch was in August 2016, the fourth quarter of FY16. Thus, this KPI did not have a full Fiscal Year to reach its goal and does not include a full Fiscal Year's worth of data. Had the program had a full year, as opposed to a five-month soft launch and a two-month hard launch prior to the close of the Fiscal Year, the goal would likely have been met.
Private sector participation in the District economy		Annually	68.4					68.9%	Met	
1 - Improve the Office of the Director, Management and Administration (1 Measure)										
Number of mandatory staff agency-wide training opportunities.		Annually	5					5	Met	
1 - Increase the efficiency and integrity of unemployment compensation benefits and unemployment tax services provided to unemployment insurance claimants and District employers through the creation and leveraging of technological solutions. (3 Measures)										

Percent of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date	Quarterly	87	81.5	85.54	84.93	78.07	82.3%	Nearly Met	The agency's Office of Unemployment Compensation (OUC) has made significant progress in the area of First Payment Promptness over the past two fiscal years, and the goal is to achieve the Acceptable Level of Performance by the end of FY17. The US average this fiscal year (FY) is 84%, while the acceptable level is 87%. In FY15 and FY16, OUC achieved percentages of 82.4% and 82.3%, respectively, which is a significant improvement from the 70.5% in FY14. In an effort to bring our percentage up to the Acceptable Level of Performance of 87%, OUC continues to monitor performance on a weekly basis and address all identified deficiencies.
District of Columbia re-employment rate as reported by USDOL	Quarterly	57	57.45	55.73	63.21	54.88	58%	Met	
Percentage of new unemployment insurance status determinations made within 90 days of the ending date of the first quarter of liability	Quarterly	70	72.52	73.45	69.86	72.64	72.2%	Met	
1 - Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury/illness. (2 Measures)									
Percent of back wages collected from employers on valid wage and hour complaints	Quarterly	97	88.3	95.34	100	83.98	94.6%	Nearly Met	Due to the increase in claims additional staff resources have been added for Fiscal Year 2017.
Percent of workers compensation formal hearings resolved within 120 working days	Quarterly	80	74.52	61.54	67.54	59.68	66%	Unmet	As it pertains to the industry standard; the statutory requirement for percent of workers compensation formal hearings resolved is measured within 180 days, not 120 days. The agency's leadership in the Labor Standards Division set this new target as an experimental goal aimed to challenge a high performing team to produce the best results in the nation. It is worth noting; the shorter the time-frame for hearing resolutions the lower the indemnity payment to the stakeholder, which positively impacts performance nationally. The difference between 180 days and 120 days is approximately \$12,000 less per claim. In Fiscal Year 2017, a more accurate measure of the efficiency of the process will no longer include the number of days resulted from an approved continuance request by the parties.
2 - Ensure the District's youth employment program provides occupational skills training, work experience, academic enrichment and life skills training to facilitate the development of work habits and skills that are essential for success in the workplace. (2 Measures)									
Number of SYEP Participants referred to jobs	Annually	12000					12130	Met	Funding for 14,000 was not provided this year. The SYEP allocation proved to be a closer estimate to serving 12,000. Thus, this year's target was set at 12,000. The goal was met with a total of 12,130 participants referred to jobs.
Percent of young adults, ages 20-24, who are employed	Annually	64					59.4%	Nearly Met	This data is managed by the US Department of Labor's Bureau of Labor Statistics.

2016 Workload Measures

Measure	Frequency of Reporting	Q1FY2016	Q2FY2016	Q3FY2016	Q4FY2016	FY 2016
Workload Measure (2 Measures)						
Number of Work Opportunity Tax Credits Processed	Quarterly	1,087	3,714	1592	1557	7950
Number of customers visiting the American Job Centers	Quarterly	6,768	7,472	7163	7472	28875

2016 Initiatives

Objective - Agency	Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description	Update from:	Initiative Status Update	Status of Impact	Explanation of Impact	% Complete	If not 100%, please explain why this initiative wasn't completed in FY16:
Agency Management - 1 (2 Initiatives)											
Department of Employment Services	1		1.1	Implement Vendor (Agency Service Provider) Scorecard	In FY 2017, the agency intends to analyze and publish the training provider performance for FY 2016. The agency will analyze performance data by provider-type and unify metrics amongst sister agencies. The analysis should help to improve job outcomes and retention.	FY16Q4	The attachment submitted for the Second Quarter is still relevant.	Incremental	The agency is equipped with a tool to evaluate provider performance. Data collection is scheduled. The residents will be able to choose a provider base upon score, should they choose to do so. Human care agreements provide the flexibility to pay as needed or connected to number of clients served versus a flat payment solely coinciding with a timeframe or provider billing.	Complete	
Department of Employment Services	1		1.2	Implement a Leadership Development Training program for DOES employees.	Agency Management will offer comprehensive professional development and/or management training to all DOES staff. The training will be available to all agency managers, and available to all other staff members striving to improve their potential and advance into management. The training will align with the District's Department of Human Resources (DCHR) learning and development career continuum and will cover topics such as priority management, teambuilding, effective communication and collaboration, conflict resolution, and change management. In FY 2015, the agency implemented Strategic Doing, a framework developed by Purdue University, which teaches people how to form collaborations	FY16Q4	The agency provided three (3) training opportunities in the third quarter and two (2) in the second quarter for all agency personnel's participation. A mandatory Professional Development training was held on Friday, September 23rd, where all employees participated together for a full day to focus on team building strategies and customer service in order to build a firm foundation for breaking down internal communication barriers.	Incremental	Morale has improved. Employees were trained to develop and maintain a customer-centered mindset exemplified through a strong customer service model. A training module was designed and dedicated to "helping customers navigate a pathway to training and careers". Components included: creating a Service Delivery Mindset and Culture Shift; helping customers identify goals; addressing immediate needs; empowering residents to create opportunities; and providing a Customer-Based Support System.	Complete	

					quickly, move them toward measurable outcomes, and make adjustments along the way. It enables leaders to design and guide new networks that generate innovative solutions. It is the strategy DOES is using to implement the Workforce Innovation and Opportunities Act (WIOA) throughout the District of Columbia. A district-wide team coordinated by DOES was trained and is certified as Strategic Doing Practitioners. In FY 2016, the agency will continued to utilize Strategic Doing for WIOA Implementation and intra agency training, as well as created a position and on-boarded a full-time Training Coordinator.						
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Labor Standards - 1 (2 Initiatives)

Department of Employment Services	1	1.1	Continue document digitization efforts for the Administrative Hearings Division and the Compensation Review Board to improve efficiency in the workers' compensation system.	Both the agency's Administrative Hearings Division, which provides formal administrative hearings in accordance with the workers' compensation laws, and the Compensation Review Board, which provides administrative review of case decisions (compensation orders) issued by the Administrative Hearings Division and/or the Office of Workers' Compensation, will effectively convert hardcopy files and records totaling nearly 1 million images into a digital format to further modernize and create efficiency within the workers' compensation system. This effort will create a digital file repository in which DOES users can access all digitized files by entering key search criteria. Furthermore, this effort will reduce the agency's hardcopy paper footprint once files have been converted to a digital format. Completion Date: September 2016.	FY16Q4	Further progress has been made, especially as it pertains to the operation of an electronic system. This initiative has been completed as the OWC Team successfully digitized documents through September 30, 2016. In addition the first phase of development to the new system has been completed by OIT and is operational. Records in the system have been migrated through June 2016.	Incremental	This effort will create a digital file repository in which DOES users can access all digitized files by entering key search criteria. Furthermore, this effort will reduce the agency's hardcopy paper footprint once files have been converted to a digital format.	Complete
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Department of Employment Services	1	1.2	Increase and track District's employment.	The agency's occupation projections estimate, for 2014 through 2018, an estimated 37,000 additional jobs in the District by 2018. The agency will track this goal using a combination of data from the Bureau of Labor Statistics (BLS) data and the US Census Bureau. This data contains employment numbers and wages reported by employers covering 98 percent of the US jobs, Quarterly Census of Employment and Wages, and the quarterly number or count of new hires by businesses' age, Quarterly Workforce Indicators. It also could be used to produce estimates by Major Sector Groups and by Ward. This goal should be measured in two different ways. The first is the comparison between the total number of jobs in January 2014 and total number of jobs in December 2017 (numerical and percentage). The second is the comparison between new hires by the businesses' age in 2014's first quarter, and new hires by the businesses' age in 2017's fourth quarter. Please note: Other agencies may have other data sources to utilize, such as the Office of Tax and Revenue.	FY16Q4	Tracking is consistent. Reports and data are provided monthly to the City Administrators' Office for the Mayor's Dashboard. The overall proposed completion date is September 30, 2018.	Incremental	Tracking is consistent. As of September 2016, there are 780,400 jobs in the District, 538,100 are private sector. The District has seen an increase of 24,600 jobs since January 2015 which has resulted in an increase in the District's tax base.	Complete
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Unemployment Insurance Programs - 1 (2 Initiatives)

Department of Employment Services	1	1.1	Implement technological solution to provide customers with access to unified reemployment services via a single portal.	<p>Currently, a single point of entry for all Unemployment Insurance (UI) services within the agency's Unemployment Insurance Compensation Division does not exist. The system provides separate interfaces for claimants and employers, while workforce services are offered through another distinct system. This disjointed process increases average UI claim duration, fosters improper UI payments, and hinders rapid reemployment strategies designed to reduce the unemployment rate.</p> <p>The agency plans to implement an Integrated Workforce Registration System (IWRS) that will allow District residents accessibility to unified reemployment services via one portal. Although this integrated system will roll out in a modular fashion, once complete the modules will form a single entry point for District customers. The first module, the Employer Self-Service Portal (ESSP) launched in October 2014. The IWRS combines unemployment benefits and workforce services that will aid UI claimants to promptly return to the workforce, reduce unemployment claim durations, and decrease fraudulent UI claims and payments. Completion</p>	FY16Q4	Originally when this goal was set the plan was to do small enhances pending a system overhaul. Upon review it was determined said plan was flawed. Contractors were not held accountable. A new plan has been developed to fully replace the system with one that integrates Workforce Development. Full completion of this initiative will cross 3 to 4 fiscal years.	Incremental	<p>The agency plans to implement an Integrated Workforce Registration System (IWRS) that will allow District residents accessibility to unified reemployment services via one portal. Once complete the modules will form a single entry point for District customers. The IWRS combines unemployment benefits and workforce services that will aid UI claimants to promptly return to the workforce, reduce unemployment claim durations, and decrease fraudulent UI claims and payments.</p>	50-74%	A new tool has been identified that leverages our current one-stop system and is estimated to be implemented and in use by Fiscal Year 2017.
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				Date: September 2016						
Department of Employment Services	1	1.2	Track Unemployment Claims Data to gauge the increase of employment, especially for those in underserved areas, to allocate resources and determine the success of programs.	UI Claims data contains individual employment information including their address and zip code. This information can be used to produce estimates by ward. This goal will be measured in two different ways: The first is the comparison between total number of claimants in Ward 7 and Ward 8 in January 2014 and total number of claimants in Ward 7 and Ward 8 in January 2018 (numerical and percentage). The second is to survey Ward 7 and Ward 8 claimants on how they were able to find a job (numerical and percentage). The survey should be conducted online in December 2017.	FY16Q4	Tracking has been consistent throughout the Fiscal Year. Reports and data were provided monthly to the City Administrators' Office for the Mayor's Dashboard.	Incremental	It is worth noting; in FY 2016, the rate dropped 0.5, from 6.6 in October 2015 to 6.1 in September 2016. Residents benefited from the agency's focus on expanding the number and quality of training programs as well as increased outreach efforts. Programs such as Project Empowerment were able to increase efficiency, moving more people from subsidized employment to unsubsidized employment, placing them in jobs and making room for more residents to join the program and to complete the program.	Complete	

Workforce Development Programs - 1 (2 Initiatives)

Department of Employment Services	1	1.2	Enhance access to services via mobile units	In FY 2015, the agency used a mobile unit to provide services to residents at the DC General Family Shelter once a week. In FY 2016, DOES will add a second mobile unit to its inventory, creating the Mobile Workforce on Wheels, connecting people experiencing homelessness as well as Ward 7 and 8 residents, to job training and/or education and workforce services. Both buses will be staffed with full-time DOES employees 35 hours a week. Completion Date: December 2015.	FY16Q4	This initiative was completed in the third quarter, Q3, of Fiscal Year 2016. DOES staff was directed to focus on: 1) expanding the number and quality of training programs; improving education of residents about training programs through First Fridays and the WOW van; and 2) increasing support to residents engaged in training including transportation support, health and wellness supports, financial management and other wrap-around supports.	Demonstrable	Data reflected in the KPI, "Number of adult participants completing workforce development training programs," and the workload measure, "Number of customers visiting American Job Centers" shows an increase which demonstrates the agency's success in connecting people experiencing homelessness as well as youth and adults in Wards 7 and 8, to job training and/or education and workforce services by taking the services to them.	Complete
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Department of Employment Services	1	1.3	Expand youth programs, job training, and internships and "learn and earn" programs.	Throughout the agency's Workforce Development Division programs will submit program plans outlining steps to work with the private sector to partner with the Learn, Earn, Advance and Prosper (LEAP) Academy, Summer Youth Employment Program job fairs, and to extend on-the-job training and apprentice opportunities. Completion Date: September 2016.	FY16Q4	OJT is now an active program with 37 participants enrolled. LEAP (government sector) has successfully transitioned 65 trainees into unsubsidized employment. On August 15th, LEAP expanded to the private sector with five (5) trainees, one has on-boarded full-time. Also on August 15th, 40 new trainees began with government partners, totaling 45 new participants.	Demonstrable	Increased work-based learning, which increases the opportunity for permanent job placement in government and private sector jobs for people with multiple barriers for employment.	Complete	
Workforce Development Programs - 2 (1 Initiative)										
Department of Employment Services	2	2.1	Integration of federal and local youth programs.	During FY 2016, the DOES Office of Youth Programs intends to integrate its federally appropriated Workforce Innovation and Opportunity Act (WIOA) funds with its local year round youth employment funds to develop a coordinated, streamlined set of programs and services that are designed to meet the needs of the diverse youth population. The integrated program and service delivery model will allow the DOES Office of Youth Programs to better serve more youth, particularly those who fall below the federal poverty guidelines. Through this model, youth will be afforded the opportunity to complete training programs, work experiences, and access services that will help them obtain long-term career success and full-time	FY16Q4	Outreach to youth and enrollment has increased. A turnaround team has been created inclusive of DC Government Employees and consultants and/or contractors to develop a program and service delivery model for the DOES Office of Youth Programs as well as address the High Risk status with the US Department of Labor. Youth WIOA enrollments have not reached 287 = 90 In School Youth & 197 Out of School Youth.	Incremental	The agency will no longer have a status of High Risk. Additionally, The integrated program and service delivery model will allow the DOES Office of Youth Programs to better serve more youth, particularly those who fall below the federal poverty guidelines. The proposed completion date is September 30, 2017, not 2016.	75-99%	This initiative was set prior to the negotiation of the Corrective Action Plan with the US Department of Labor. The current expected completion date is September 2017.

[illegible]

2016 Accomplishments

Accomplishments	What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Increased Available Training and Supportive Service Options	Many of the new training programs are employer-led, so completion of the program in many instances is converting to jobs. Residents are experiencing increased supports transportation, health and wellness, financial management.		Under Director Carroll's leadership, DOES staff was directed to focus on expanding the number and quality of training programs in in-demand industries. Recruitment fairs and training sessions were held for prospective and current vendors, including a comprehensive multi-day training session. Both TechHire and YouthHire were funded using SNAP E&T Funds. The agency is now in a position to provide better assistance to sister agencies whose participants need access to training and supportive services.
Increased number of adults who have completed training	Data shows more adult residents are completing training programs. The KPI, "Number of adult participants completing workforce development training programs" increased by 850 from FY15 (1,116) to FY16 (1,956). Additionally, there was a 1,975 increase in customers served in the American Job Centers (AJCs) from FY15 (26,900) to FY16 (28,875). The AJCs have served more customers, referring many to training programs. Outreach initiatives such as First Fridays and the Workforce on Wheels Van have increased residents awareness and allowed them to take advantage of DOES programs and referrals.		Under Director Carroll's leadership, DOES staff were directed to focus on: (1) expanding the number and quality of training programs; (2) improving education of residents about training programs through First Fridays and the WOW van; (3) increase support to residents engaged in training including transportation support, health and wellness supports, financial management and other wrap-around supports.
Increased WIOA Youth Enrollments	A turnaround team has been created inclusive of DC Government Employees and consultants and/or contractors to develop a program and service delivery model for the DOES Office of Youth Programs as well as address the High Risk status with the US Department of Labor. The goal is to reach 375 total enrollments by March 2017, 94 ISY and 281 OSY. As of November 15, 2017 enrollments are 90 ISY and 207 OSY.		The turnaround team is making significant process completing CAP items, and researching and identifying areas programmatic changes in OYP that will lead to continuous improvement.

Department of Employment Services FY2017

Agency Department of Employment Services

Agency Acronym DOES

Agency Code CF0

To edit agency and POC information press your agency name (underlined and in blue above).

Agency Candace Nelson
Performance POCs

Agency Budget POCs Candace Nelson; Ramon (DOES) Perez-Goizueta

Fiscal Year 2017

When you believe you are finished with this phase of your Performance Plan, press edit in the upper right, check this box, and then press save.

2017 Strategic Objectives

Objective Number	Strategic Objective
1	Provide high quality training programs for adults and youth that are business driven and lead to an industry-recognized credential to improve employment outcomes for District residents.
2	Improve integration and coordination with District government agencies to reduce duplication of services, improve customer service, and increase employment and job retention for the District's most vulnerable residents; e.g., people experiencing homelessness, receiving TANF benefits, Returning Citizens, and those residing in Police Service Areas with high crime rates.
3	Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers.
4	Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness.
5	Improve employment or placement of District residents in government assisted projects, while enhancing the enforcement of said efforts via monitoring of existing First Source Agreements.
6	Create and maintain a highly efficient, transparent and responsive District government.

2017 Key Performance Indicators

Record ID#	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	FY 2017 Quarter 1
1 - Provide high quality training programs for adults and youth that are business driven and lead to an industry-recognized credential to improve employment outcomes for District residents. (10 Measures)											
3960	Percentage of adult participants completing adult workforce development training programs.	✓	Quarterly		Not available	Not available	74%	75%	New Measure	75%	Waiting on Data
5210	Percent of adult participants employed after receiving intensive services and completing a training program.	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	62%	Waiting on Data
5211	Percentage of youth employed after receiving intensive services and completing a training program.	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	35%	Waiting on Data
5212	Percentage of residents with disabilities employed after receiving vocational rehabilitation.	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	45%	Waiting on Data
5213	Percentage of residents who are hard-to-hire, unemployed for 12 months or more, employed after receiving intensive and/or core services.	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	62%	Waiting on Data
5214	Median earnings of adult participants employed after receiving intensive services and completing a training program.	✓	Semi-Annually		Not available	Not available	Not available	Not available	New Measure	\$5130	Annual Measure
5215	Median earnings of youth participants employed after receiving intensive services and completing a training program.	✓	Semi-Annually		Not available	Not available	Not available	Not available	New Measure	\$1586	Annual Measure
5216	Median earnings of participants with disabilities employed after receiving intensive services and completing a training program.	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	\$4685	Waiting on Data

5217	Percent of adult participants who attain a credential after receiving intensive services and completing a training program.	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	54%	Waiting on Data
5218	Percent of youth participants who attain a credential after receiving intensive services and completing a training program	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	33.6%	Waiting on Data
2 - Improve integration and coordination with District government agencies to reduce duplication of services, improve customer service, and increase employment and job retention for the District's most vulnerable residents; e.g., people experiencing homelessness, receiving TANF benefits, Returning Citizens, and those residing in Police Service Areas with high crime rates. (1 Measure)											
3961	Time-frame to access training from registration in WIOA.	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	14	Waiting on Data
3 - Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers. (2 Measures)											
3962	Percent of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date.	<input type="checkbox"/>	Quarterly		Not available	87%	81.59%	87%	82.31%	87%	83.07%
3963	Percent of new unemployment insurance status determinations made within 90 days of the ending date of the first quarter of liability.	<input type="checkbox"/>	Quarterly		Not available	70%	75.98%	70%	73.48%	70%	77.14%
4 - Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness. (3 Measures)											
3964	Percent of back wages collected from employers on valid wage and hour complaints	<input type="checkbox"/>	Quarterly		Not available	97%	97%	97%	94.6%	97%	91.39%
3965	Percent of workers compensation formal hearings finalized within 120 working days.	<input type="checkbox"/>	Quarterly		Not available	80%	80%	80%	65.95%	80%	84.9%
3966	Bi-Annual State Ranking per premium rate to secure workers' compensation coverage in the District of Columbia. (Last ranked in 2016.)	<input type="checkbox"/>	Annually		Not available	51	51	51	42	51	Annual Measure
5 - Improve employment or placement of District residents in government assisted projects, while enhancing the enforcement of said efforts via monitoring of existing First Source Agreements. (1 Measure)											
3968	Number of First Source Agreements executed.	✓	Semi-Annually		Not available	Not available	Not available	Not available	New Measure	100	Annual Measure
6 - Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)											
2066	Contracts/Procurement-Expendable Budget spent on Certified Business Enterprises	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
2067	Contracts/Procurement-Contracts lapsed into retroactive status	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
2068	Budget- Local funds unspent	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
2069	Budget- Federal Funds returned	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
2070	Customer Service-Overall Customer Service Satisfaction	✓	Annually		Not available	Not available	Not available	Not available	New Measure	75	Annual Measure
2071	Human Resources-Vacancy Rate	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

2072	Human Resources- Employee District residency	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
2073	Human Resources- Employee Onboard Time	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
2074	Performance Management- Employee Performance Plan Completion	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

2017 Operations

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
1 - Provide high quality training programs for adults and youth that are business driven and lead to an industry-recognized credential to improve employment outcomes for District residents. (1 Activity)					
LOCAL ADULT TRAINING	Workforce Development Training Programs: connecting residents 18 years of age or older to Workforce Development Training Programs.	Connecting residents 18 years of age or older to Workforce Development Training Programs.	Daily Service	0	1
TOT				0	1
2 - Improve integration and coordination with District government agencies to reduce duplication of services, improve customer service, and increase employment and job retention for the District's most vulnerable residents; e.g., people experiencing homelessness, receiving TANF benefits, Returning Citizens, and those residing in Police Service Areas with high crime rates. (2 Activities)					
LOCAL ADULT TRAINING	Workforce Development Training Programs: connecting residents 18 years of age or older to Workforce Development Training Programs.	Connecting residents 18 years of age or older to Workforce Development Training Programs.	Daily Service	0	0
ONE-STOP OPERATIONS	Job Centers: providing job seekers with a number of employment opportunities. Each center provides career counseling, resume assistance, job placement, vocational training, access to online services, information about local and national labor markets, and unemployment insurance.	Providing job seekers with a number of employment opportunities. Each center provides career counseling, resume assistance, job placement, vocational training, access to online services, information about local and national labor markets, and unemployment insurance.	Key Project	1	1
TOT				1	1
3 - Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers. (1 Activity)					
BENEFITS	Unemployment Benefits: providing temporary weekly benefits to workers who become unemployed due to no fault of their own.	Providing temporary weekly benefits to workers who become unemployed due to no fault of their own.	Daily Service	1	2
TOT				1	2
4 - Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness. (1 Activity)					
OAH: ADMINISTRATIVE HEARINGS DIVISION	Hearings & Adjudication: Conducts formal administrative workers' compensation hearings for private and public sector employees and employers in the District.	Conducts formal administrative workers' compensation hearings for private and public sector employees and employers in the District of Columbia, so that rights and responsibilities are determined fairly, promptly, and according to due process.	Daily Service	0	0
TOT				0	0
5 - Improve employment or placement of District residents in government assisted projects, while enhancing the enforcement of said efforts via monitoring of existing First Source Agreements. (2 Activities)					
FIRST SOURCE	First Source Management, Monitoring, and Enforcement: managing and monitoring First Source Employment Agreements as well as handles all reporting regarding the agreements specified in the "First Source Employment Agreement Act"; e.g. the regular reports sent to the Council of the District of Columbia.	Managing and monitoring First Source Employment Agreements as well as handles all reporting regarding the agreements specified in the "First Source Employment Agreement Act"; e.g. the regular reports sent to the Council of the District of Columbia.	Daily Service	0	1
EMPLOYER SERVICES	Business Services: Managing employer relationships, connecting them to the American Job Centers, and brokers products and services provided by DOES.	Managing employer relationships, connecting them to the American Job Centers, and brokers products and services provided by DOES. Encouraging local businesses to participate in District employment programs and to take advantage of the many free services that support their business needs; e.g., Office of Safety and Health consultations.	Key Project	0	1
TOT				0	2
6 - Create and maintain a highly efficient, transparent and responsive District government. (2 Activities)					
LOCAL ADULT TRAINING	Workforce Development Training Programs: connecting residents 18 years of age or older to Workforce Development Training Programs.	Connecting residents 18 years of age or older to Workforce Development Training Programs.	Daily Service	0	1
TRAINING AND EMPLOYEE DEVELOPMENT	Staff Professional Development: providing opportunities for staff to enhance and develop skill-sets to improve efficiency and customer service.	Providing opportunities for staff to enhance and develop skill-sets to improve efficiency and customer service.	Key Project	0	1
TOT				0	2
TOT				2	8

2017 Workload Measures

All Workload Measures must be linked to a specific Operation. If Workload Measures are already in the system but not yet linked, email the Office of Performance Management with a spreadsheet that identifies to which Operation each Workload Measure belongs.

Workload Measures - Operations	Measure	New Measure/ Benchmark Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual	FY 2017 Quarter 1
2 - Job Centers: providing job seekers with a number of employment opportunities. Each center provides career counseling, resume assistance, job placement, vocational training, access to online services, information about local and national labor markets, and unemployment insurance. (1 Measure)										
	Number of customers visiting the American Job Centers.	<input type="checkbox"/>		Unique Visits	Customers	Quarterly	20234	26900	28875	6872
3 - Unemployment Benefits: providing temporary weekly benefits to workers who become unemployed due to no fault of their own. (1 Measure)										
	Number of calls to the call center (Customer Navigation Center) regarding unemployment insurance benefits.	<input checked="" type="checkbox"/>		Benefits Calls	Calls	Quarterly	Not available	Not available	New Measure	25828

2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date	Add Initiative Update	# of Initiative Updates	Needs Initiative Update Notification
BENEFITS (2 Strategic initiative-operation links)					
Improve UI Status Determinations	In FY 2017, the agency intends to improve timeliness of UI Status Determinations. Supervisory reviews of new employer account establishments, to ensure that registration information received for processing is promptly handled; and Staff reminders will be sent periodically, placing emphasis on the importance of promptly processing registration information.	09-30-2017		1	
Improve First Payment Promptness	In FY 2017, DOES aims to improve First Payment Promptness. The agency has created a new unit to focus on and monitor all First Payment related issues. The unit will have the authority to investigate and secure wages, re-engineer existing strategies, and will be responsible for streamlining all monetary processes, which impact the agency's ability to meet the industry standard of 87%.	09-30-2017		1	
TOT				2	
EMPLOYER SERVICES (1 Strategic Initiative-Operation Link)					
Increase the Number of Businesses Engaged with DOES	In FY 2017, DOES aims to increase awareness of the agency's Business Services programs and supports by: 1), expanding outreach to large, small, and new businesses in the District; and 2), Building Capacity (Staff) by forecasting training needs, identifying tools, and building coalitions. Special efforts such as seminars, webinars, and the development of a "Business Tool Kit", will be used to create partnerships for the expansion of the Learn, Earn, Advance, & Prosper (LEAP) Program, the On-the-Job Training Program, and both Apprenticeship and Pre-Apprenticeship Programs.	09-30-2017		1	
TOT				1	
FIRST SOURCE (1 Strategic Initiative-Operation Link)					
Maximize First Source & Apprenticeship Requirements	In FY 2017, DOES intends to maximize First Source & Apprenticeship requirements by: 1), improving the understanding of the First Source Law across all agencies, including training for Agency Directors and a designee as a POC for DOES First Source Staff; 2), implement the First Source Improvement Plan, which identifies the challenges with implementation and addresses the issues; 3), improving coordination with DMPED, OCP and grant-making agencies; and 4), implementing an enhanced First Source Business Portal and Reporting System.	09-30-2017		1	
TOT				1	
LOCAL ADULT TRAINING (2 Strategic initiative-operation links)					
Implement Vendor (Agency Service Provider) Scorecard	In FY 2017, the agency intends to analyze and publish the training provider performance for FY 2016. The agency will analyze performance data by provider-type and unify metrics amongst sister agencies. The analysis should help to improve job outcomes and retention.	07-31-2017		1	
Improve Training Referral Efficiency	In FY 2017, DOES aims to improve Training Referral Efficiency by reducing the time it takes from the date of registration in WIOA to enrollment in training. The agency will begin to track the timeframe between Registration Date and Enrollment Date, review data during quarterly ProgramStats (discussions reviewing data, the process of capturing data and business processes), and will improve coordination with job developers across agencies to accomplish this goal.	09-30-2017		1	
TOT				2	
ONE-STOP OPERATIONS (1 Strategic Initiative-Operation Link)					
Implement TANF Integration in the American Job Centers	In FY 2017, DOES intends to begin cross-training the agency's American Job Center Staff, the Department of Human Services' Office of Work Opportunity Staff, Office of the State Superintendent of Education Staff, and Rehabilitation Services Administration Staff on the agencies' policies and systems. Working in coordination with the Workforce Investment Council and Workforce Innovation and Opportunity Act (WIOA) Working Group, DOES will implement a co-location plan that includes a streamlined and client-centered intake and eligibility process.	09-30-2017		1	
TOT				1	
TRAINING AND EMPLOYEE DEVELOPMENT (1 Strategic Initiative-Operation Link)					

Implement a Leadership Development Training program for DOES employees.	Agency Management will offer comprehensive professional development and/or management training to all DOES staff. The training will be available to all agency managers, and available to all other staff members striving to improve their potential and advance into management. The training will align with the District's Department of Human Resources (DCHR) learning and development career continuum and will cover topics such as priority management, teambuilding, effective communication and collaboration, conflict resolution, and change management. In FY 2015, the agency implemented Strategic Doing, a framework developed by Purdue University, which teaches people how to form collaborations quickly, move them toward measurable outcomes, and make adjustments along the way. It enables leaders to design and guide new networks that generate innovative solutions. It is the strategy DOES is using to implement the Workforce Innovation and Opportunities Act (WIOA) throughout the District of Columbia. A district-wide team coordinated by DOES was trained and is certified as Strategic Doing Practitioners. In FY 2016, the agency will continued to utilize Strategic Doing for WIOA Implementation and intra agency training, as well as created a position and on-boarded a full-time Training Coordinator.	09-30-2017	1	
TOT			1	
TOT			8	

2017 Initiative Updates

Initiative Updates	Strategic Initiative-Operation Link - Strategic Initiative Title	Initiative Status Update	% Complete to date	Confidence in completion by end of fiscal year (9/30)?	Status of Impact	Explanation of Impact	Supporting Data	FY2017 Quarters
Implement a Leadership Development Training program for DOES employees. (1 Initiative Update)								
Implement a Leadership Development Training program for DOES employees.		The Learning Management System (LMS) is operational. Currently four programs are using the LMS for training on standard operating procedures and policies. Meetings with every program have been held to assess skills gaps and needs.	0-24%	High	Incremental	New resources will be available for employees for professional development.		FY17Q1
Implement TANF Integration in the American Job Centers (1 Initiative Update)								
Implement TANF Integration in the American Job Centers		Partnering with WIOA working groups has begun.	0-24%	High	Incremental	A streamlined and client-centered intake and eligibility process will be available for customers.		FY17Q1
Implement Vendor (Agency Service Provider) Scorecard (1 Initiative Update)								
Implement Vendor (Agency Service Provider) Scorecard		The Service Provider Scorecard is complete. Discussion regarding a the design and what should be shown to the public are in process. The ITA data is loaded.	25-49%	Medium	Incremental	The agency, service providers, and customers will all be aware of the quality of service delivered by service providers. Customers will be able to choose which service providers they prefer based on performance.		FY17Q1
Improve First Payment Promptness (1 Initiative Update)								
Improve First Payment Promptness		Both UI Benefits and UI Tax have worked closely together to improve the process as a whole, and changes have been implemented to shorten the amount of time for completion. It is now a requirement for all investigations to be completed within four days from when the monetary redetermination is submitted. The number of staff dedicated to this process has been increased. UI Benefits has begun processing claims based on affidavit wages.	25-49%	Medium	Incremental	An increase in the Acceptable Level of Performance can be expected with designated members from both UI Tax and UI Benefits meeting weekly to address issues. As a result of these modifications there has been improvement in this area, and the Monetary Redetermination Process no longer has a large negative impact on our First Payment Promptness as it did in the past.		FY17Q1
Improve Training Referral Efficiency (1 Initiative Update)								
Improve Training Referral Efficiency		The agency has begun coordinating with the Workforce Investment Council to integrate a one-stop operator as the primary referral entity.	25-49%	High	Incremental	More customers will be referred to training in a timely manner.		FY17Q1
Improve UI Status Determinations (1 Initiative Update)								

Improve UI Status Determinations	Two enhancements have been made to the Employer Self Service Portal (ESSP) to help improve UI Status Determinations: 1) requires employers to enter a reliability date upon registration; and 2) automates reminders to UI Staff for processing registration information.	25-49%	High	Incremental	More accurate start-times for determinations will positively impact performance. Estimated 80% timeliness rate by 09/30/2017.		FY17Q1
Increase the Number of Businesses Engaged with DOES (1 Initiative Update)							
Increase the Number of Businesses Engaged with DOES	A Business Services Group card, fact sheet, and brochure have been created for consideration as part of the Business Tool Kit. The On-the-Job Training program officially launched in December 2016, after a soft launch in April 2016.	25-49%	Medium	Incremental	Increased partnerships with business could lead to job opportunities for residents.		FY17Q1
Maximize First Source & Apprenticeship Requirements (1 Initiative Update)							
Maximize First Source & Apprenticeship Requirements	A six-month plan has been drafted for First Source and implementation has begun.	25-49%	High	Incremental	More accurate employer agreements.		FY17Q1

2017 Special Mayoral Plans

Strategic Initiative Header	Strategic Initiative Title	Special Mayoral Plan	Mayoral Plan Domain	Mayoral Plan Goal	Mayoral Plan Action
No links to special mayoral plans found					

Administrative Information

FY Performance Plan Department of Employment Services FY2017 **Record ID#** 262

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Agency Deficiencies Requiring Remedy

	program, because WIOA (which was signed by President Obama on July 22, 2014) requires grantees to spend 20 percent of their youth funds on work experience for in-school or out-of-school youth. Because work opportunities for youth are more plentiful in the summer, DOES may not be able to meet the WIOA targets unless it uses WIOA funds to support summer youth employment.
Strategy for Remedy	According to WIOA, federal funds may not be used to fund stand-alone summer youth employment initiatives. Rather, summer employment is one of fourteen mandatory service components that must be made available to in-school and out-of-school youth who are eligible to receive services throughout the year. Multiple ongoing strategies are underway by the District to ensure the federal WIOA goals are met and that enrollment in year-round programs and services are expanded. Specific to the twenty percent (20%) spend down of youth funds on work experience for in-school and out-of-school youth, DOES currently contracts with eight (8) federally funded vendors in support of this mandate. Each vendor is required to meet the guidelines set forth by the WIOA as outlined in the Scope of Work (SOW).
Deficiency No. 12	The District should consider giving enrollment priority to youth who are low income or otherwise disadvantaged, as defined by the Workforce Innovation and Opportunity Act.
Strategy for Remedy	DOES shares this goal and is currently implementing this national best practice. Highlighted below are specific examples: <ul style="list-style-type: none"> • The District is proud to join the six other cities in expanding the core mission of the MBSYEP to serve youth up to the age of 24, which is directly aligned to the WIOA definition of the term “youth”. • DOES currently allows enrollment outreach priority to vulnerable youth and works across multiple District of Columbia Government agencies to ensure that the city’s most disconnected youth have increased employment and training options. Agencies include: DYRS, CFSA, DHS, DOH, DCPS, DDS, PCSB, MPD, and CSOSA. DOES engages in a series of electronic data verification activities that help to streamline the application process for vulnerable youth. Specifically, youth who are in the care of the Child and Family Services Administration (CFSA) and the Department of Youth Rehabilitation Services (DYRS) are able to bypass much of the in-person application steps.
Deficiency No. 13	Recommended by ODCA, District policymakers should consider program and policy changes similar to those adopted in Chicago, Los Angeles, and New York that provide specialized services or reserve slots for youth at risk of involvement in violence, youth in foster care, runaway and homeless youth, and youth with disabilities.
Strategy for Remedy	In 2015, DOES engaged approximately 545 employer partners, including 384 in non-government sectors. As a part of MBSYEP, DOES engages many employers in a competitive interview and selection process to identify their assigned interns for the summer. Altogether, 7,084 (54.0%) of youth participants who were assigned to jobs were selected by employers through their individual interview and selection process. Many private employers, including some of our larger retail partners like CVS, AutoZone, Jamba Juice, and others, leverage the MBSYEP as a recruitment source for continued employment opportunities beyond the scope of the MBSYEP. Moving forward, DOES will explore ways that other cities have branded separate private internship programs and will consider ways to embed these strategies into the existing program structure.
Deficiency No. 14	D.C. policymakers should consider establishing a competitive, private-sector component of MBSYEP that is intended to place students who are 16 years of age or older in summer jobs that may lead to full-time employment.
Strategy for Remedy	Currently, the District engages in this ongoing practice, which is a key component of the MBSYEP’s success. In an

Agency Deficiencies Requiring Remedy

	<p>effort to demonstrate the competitiveness of the world of work, the District hosts an annual career fair targeting students who are 16 years of age or older for summer job placement that may lead to full-time employment. During the career fair employers interview and hire students on the spot for summer job placement participation.</p> <p>Additionally, many private sector employers use the MBSYEP as an entry point for more permanent placement and career pathway opportunities within their organizations. Youth who are selected to participate in the MBSYEP at some of the private sector host sites are offered an opportunity to convert to full-time employment at the conclusion of their MBSYEP experience.</p>
Deficiency No. 15	DOES officials should seek to re-introduce unsubsidized summer placements to MBSYEP and to increase gradually the number and percentage of positions that are unsubsidized or partly subsidized.
Strategy for Remedy	<p>While DOES solicits partner employers and offers to pay youth wages up to the statutory requirement for weekly hours and pay rates, there are some private employers who voluntarily opt to supplement the wages of their assigned interns above the statutory amounts. These supplemental wages are paid directly by the employer to their assigned participants. Currently, employers are not required to report their supplements directly to DOES.</p> <p>Additionally, as MBSYEP staff becomes aware of unsubsidized summer employment opportunities (particularly those that pay more than the statutory requirements of MBSYEP); these opportunities are shared via email with all youth in the MBSYEP database. The goal is to ensure that as many youth as possible are aware of and engaged in the best summer employment opportunities possible.</p> <p>Moving forward, DOES will implement a plan that will enable private employers to post their summer job opportunities and screen applications in the MBSYEP youth portal. Though DOES will not fund these slots, DOES will consider rebranding the program so that these kinds of opportunities may be considered a part of the unsubsidized program. Likewise, DOES will ask employers to report when they have supplemented the wages for their assigned youth with their own unsubsidized funds. DOES will work to track those youth who opt to participate in other unsubsidized employment opportunities.</p> <p>DOES will run a promotional campaign to encourage employers to commit to offer year-round internships for youth. Additionally, DOES will continue to explore additional innovations that will increase unsubsidized summer placement opportunities by 20% over the next five years. DOES will also encourage partners to establish and maintain year-round opportunities for work experience including part-time work, paid and unpaid internships, and job shadowing opportunities.</p>
Deficiency No. 16	DOES should evaluate whether drawing on private-sector expertise to administer various aspects of MBSYEP would increase efficiency and effectiveness. These alternatives would include partnerships with business organizations or non-profit organizations to identify summer placements for youth, place youth in those jobs, and monitor implementation of the summer program, as well as handle internal functions such as payroll and timekeeping.
Strategy for Remedy	<p>DOES leverages private sector with a number of key partners who work to ensure that youth have high quality summer experiences. Three examples from FY15 are included below:</p> <ul style="list-style-type: none"> • More than 150 MBSYEP participants who were also enrolled in the DC Public Schools NAF Academies engaged in internships that directly align to their course of study. DOES partnered with the On-Ramps to Careers program

Agency Deficiencies Requiring Remedy

	<p>to ensure that 20 youth interested in IT careers received the necessary exposure they needed to be successful.</p> <ul style="list-style-type: none"> DOES partnered with the H Street Main Street organization to develop opportunities for youth to work with a variety of business owners and entrepreneurs that are a part of the city's Main Streets program. Through this effort, more than 200 youth were able to engage in effective customer service training and were assigned to a business that closely aligned to their interests and allowed them to engage in workshops that taught them how to start and run their own businesses. <p>Moving forward DOES will continue to explore ways to further develop opportunities for more private sector involvement in the placement and matching of youth to industry specific opportunities.</p>
Deficiency No. 17	DOES should expand the range of performance measures for MBSYEP by reporting annual data on program attrition, the number and percentage of placements in high-growth industry sectors, and the number of percentage of youth in unsubsidized or partly subsidized jobs. These measures would supplement the existing data on enrollment levels and youth and employer satisfaction.
Strategy for Remedy	<p>DOES Office of Youth Programs tracks more information than the total number of participants and program satisfaction as part of its internal review of the MBSYEP each year. In 2015, DOES conducted a review of its data and published it in its first annual MBSYEP Summer Report. This report provides an overview of the program and provides detailed information about the demographics of youth participants, program attrition, and post-program outcomes.</p> <p>Moving forward DOES will continue to develop and publish an annual Summer Report at the close of each iteration of the program. DOES will continue to expand the type of information that is collected and reported to ensure that information about the program is delivered in full transparency.</p>
Deficiency No. 18	DOES should follow the requirements of the law by (1) hiring an independent contractor to conduct the evaluation of MBSYEP, (2) ensuring that the evaluation covers all of the requirements set forth in D.C. Official Code § 32-244, and (3) resending the evaluation to the Council and posting the evaluation on the DOES web site by December 30th of each year.
Strategy for Remedy	<p>From 2010-2014, DOES engaged with independent contractors that have produced evaluations of the MBSYEP. These reports are currently available at www.summerjobs.dc.gov. In 2015, DOES engaged in developing an internally produced report in accordance with the law and ensured that it was posted by the February 1 deadline. In addition to the statutory requirements to conduct evaluation, in 2015, DOES worked closely with Dr. Judd Kessler, Assistant Professor of Business Economics and Public Policy at the Wharton School of Business at the University of Pennsylvania, who led a rapid-cycle evaluative experiment to test strategies that might improve attendance outcomes and reduce attrition among MBSYEP participants. Dr. Kessler found that sending youth weekly email reminders had a positive effect on attendance.</p> <p>Moving forward, DOES is currently working with the Office of the City Administrator to contract with a research institution to conduct the annual evaluation in 2016 and beyond.</p>
Deficiency No. 19	In the State Quality Service Plan (SQSP) for FY16, DOES' Unemployment Insurance (UI) Benefits Unit did not meet the DOL's acceptable level of performance (ALP) for <i>Non-Monetary Determination Quality – Separations and Non-Separations</i> . The District scored 63.7 percent for the current performance year and failed to meet the FY2015-2016 SQSP target performance level for 03/21/2015 (72.0%).

Agency Deficiencies Requiring Remedy

Perceived Cause	A factor leading to deficient performance in quality in the preceding performance year was the disconnect in the interpretation and analysis of documented facts between the Fact-Finding and Adjudication Units that resulted in duplication of efforts to obtain facts and/or determinations that were not adequately supported.
Strategy for Remedy	<p>In an effort to address this deficiency, the UI Benefits Division developed and deployed revised fact-finding questionnaires for all staff use to standardize the flow of data from one claims examiner to another. Utilizing feedback from staff and UI leadership, fact-finding questionnaires were modified for all separation and non-separation issues and distributed to staff in tandem with the deployment of Agency Director-approved updates to the Adjudications standard operating procedures.</p> <p>To maintain progress in performance on Non-Monetary Determination Quality for separations and non-separations throughout FY 2015 and FY 2016, based on an internal skill assessment, each staff person will be given a skill profile based on UI Benefits leadership's review of a randomized 10-case sampling of each claims examiner's fact-finding adequacy, determination adequacy, and BTQ review scoring.</p> <p>Additional measures toward performance improvement on this core measure include the expansion of Quality Assurance Unit staff to aid the Quality Assurance Unit supervisor in the timely execution of established duties and procedures, the development of an extensive training program as well as the implementation of an automated weekly pre- and post-determination quality review sample pull.</p>
Deficiency No. 20	In the SQSP for FY16, the Benefit Payment Unit (BPC) did not meet DOL's ALP for <i>Detection of Overpayments</i> , with a 41.29 percent overpayment detection rate-- falling below the established 50 percent acceptable level.
Perceived Cause	The Benefit Payment Control Unit (BPC) failed this ALP as a result of both workflow issues and a decrease in dedicated BPC staff.
Strategy for Remedy	<p>Efforts were made to quickly replace BPC staff, and now the focus is on making sure the new and veteran staff are properly trained to investigate and adjudicate both fraud and non-fraud overpayment cases. In addition to ensuring adequate training of new and veteran staff, consistent performance and productivity monitoring is also an area of primary focus. Lastly, automating BPC's process of assigning and investigating cases through the BARTS upgrade will prove to be extremely beneficial in streamlining BPC's workflow process, and thus increasing productivity.</p> <p>Performance on this measure is still currently monitored through the calculation of metrics on ETA reports on a weekly, monthly and quarterly basis, as well as the newly implemented performance/productivity reports provided to Management and Agency leadership weekly (BPC dashboard) and BPC staff biweekly (biweekly case closure and overpayment establishment amount reports), in an effort to monitor and track performance improvement.</p>
Deficiency No. 21	In the SQSP for FY16, the <i>UI Integrity Measure – Benefit Year Earnings (BYE)</i> ALP requires that no more than 4.65 percent of the total amount of UI benefits paid result from overpayments due to BYE issues. The District's performance on this core measure rose above the established 4.65 percent requirement, increasing to 10.67 percent over the last performance year.
Perceived Cause	The District was unsuccessful in meeting the ALP due to a high number of customers who are not reporting their benefit year earnings and continue to claim weekly benefits.
Strategy for Remedy	The District is taking various steps to address these issues and correct all deficiencies, which include monthly refresher training for all Claims Examiners and new staff.

Agency Deficiencies Requiring Remedy

	<p>The District continues plans for improvement in order to increase the prevention, detection, and recovery of improper UI payments. Some improvements include system enhancement projects that will include automated, technology-based tools such as the State Information Data Exchange System (SIDES). This is an electronic-based information sharing platform between the agency and employers that will expedite employment separation correspondence. Additionally, the District is improving its ability to conduct cross matches between systems, such as the UI System and the National Directory of New Hires (NDNH). The NDNH will increase the detection of claimants who continue to certify and receive benefits after they have returned to work.</p>
Deficiency No. 22	In the SQSP for FY16, the District exceeded the ALP of 10 percent for <i>Improper Payments</i> with an improper payment rate of 15.09 percent.
Perceived Cause	Major factors contributing to the increased rate include reporting issues with Work Search and Benefit Year Earnings.
Strategy for Remedy	<p>With the implementation of the formal warning policy for Work Search, DOES has seen a tremendous reduction in the improper payment rate compared to FY 2015 by almost 50 percent. The “first warning” notice serves to inform claimants of missed work search requirements for a particular benefit week, and it reminds claimants of the work search requirements they must fulfill to receive benefits.</p> <p>Additionally, DOES, through its UI Integrity Taskforce and Work Search Verification unit, is continuing to conduct an aggressive messaging campaign to educate both employers and claimants about the importance of maintaining and presenting on-demand work search logs and timely new hire updates.</p>
Deficiency No. 23	Per the 2016 SQSP, the UI Tax Division failed the following four (4) functions in the <i>Tax Performance System (TPS) Review</i> for 2015: Status Determination, Report Delinquency, Collections, and Account Maintenance (sub function: Credits/Refunds).
Perceived Cause	<p><u>Status Determination</u> The Tax Division encountered barriers due to inaccurate or inadequate samples, an inability to retrieve digitized documents, and shortage of staff who were specifically designated to conduct the TPS review function.</p> <p><u>Collections</u> Delinquent employers were not contacted via phone and delinquent cases were not assigned to the Enforcement Unit for follow-up as required per the standard operating procedure in 50 out of 59 cases.</p> <p><u>Report Delinquency</u> The universe for this sample was not created within the recommended time frame for the scheduled sample.</p> <p><u>Account Maintenance</u> Credit memorandums were not issued as required per the standard operating procedure and the TPS Handbook 407. UI management suspended the issuance of Credit Memorandums until such time as the technical issues can be resolved.</p>
Strategy for Remedy	The Tax Division intends to review and implement improved procedures for documentation in failed functions. This will provide the opportunity to revise any documentation processes, and adjust our processes to the transitory period

Agency Deficiencies Requiring Remedy

	<p>for documentation. Additionally, the division intends to examine training functions in affected area and provide specialized training in each of the affected functions. This will allow the District to narrow our focus on the specific needs of staff, and ensure that all staff is knowledgeable about the necessary policies and procedures necessary to meet both district and federal standards. The District will institute a peer review system in which all Status examiners' work is reviewed by members of their team prior to the accounts being established. Furthermore, we will strengthen internal supervisory monitoring practices by implementing a final review of all manually entered accounts by Status Supervisor. This will provide a triple-check system and ensure that all account maintenance is properly and accurately managed.</p> <p>Collections Staff Unit/Field Audit Unit will continue to receive training as implemented and staff work will be subject to periodic supervisory and peer review. From these reviews, supervisors will determine if staff needs additional training on law and procedures.</p>
Deficiency No. 24	<p>Per the 2016 SQSP, <i>Effective Audit Measure</i> consists of four factors that must be passed by states in order to achieve the measure. The District scored 8.2% out of 7% on the recently implemented (CY 2013) Effective Audit Measure for Calendar Year (CY) 2014. Based on the CY2014 computed measure of the Field Audit Program, the District scored 1.1% on audit penetration, which surpassed the 1% requirement by DOL. The percentage of change in total wages was 4.8%, more than doubling the 2% requirement. This number has increased successively from 4.2% in 2013 and 2.3% in 2012. The number of misclassifications per audit was 1.7, which surpassed the DOL requirement of 1 per audit. The District fell short on percentage of total wages audited (0.6% vs. DOL's requirement of 1%).</p>
Perceived Cause	<p>The District's effort to closely monitor and complete large employer audits according to DOL standards was unsuccessful as in prior year reporting. Although some large employer audits were mandatory, the calculation of the number necessary to meet and/or surpass the penetration rate was not met.</p>
Strategy for Remedy	<p>Milestone activities planned for FY2016 include the continuation of Field Auditors being apprised of the UI Core Performance Measures through scheduled monthly meetings. Such focused efforts continue to allow staff the opportunity to remain mindful of the components of the Effective Audit Measures and establish reasonable objectives for contributing to the program's collective goals and ensuring achievement. Each component of the Effective Audit Measure has been outlined in the existing Standard Operating Procedures (SOP) as a means of reinforcing staff understanding and clear interpretation. The Supervisory Tax Examiner for the Field Audit Unit continues to monitor auditor performance and production monthly to ensure that audits are being performed as per existing procedures and in the numbers needed to meet the measures.</p>
Deficiency No. 25	<p>Per the 2016 SQSP, the <i>Effective Audit Measure</i> ALP of 54 percent was not achieved due to an outcome of 57 percent.</p>
Perceived Cause	<p>The District, like many states, is challenged with meeting the ALP goal, when the actual economic data for the area is released after the program year has ended. The District's target performance was missed by 3%.</p>
Strategy for Remedy	<p>UI and Workforce managers meet on a routine basis to discuss the integration of services to maximize the outreach and reemployment services that can be offered to UI claimants. The quarterly Facilitate Reemployment metric has become a core part of the continued discussions to study the information that is shared between the systems and the efforts that can be made to ensure that UI claimants utilize the services offered by the Workforce program.</p> <p>During 2016-2017, the District will closely align data attributes used by the UI and Workforce systems to coordinate</p>

Agency Deficiencies Requiring Remedy

	<p>the sharing of commonly used data to synchronize both systems. Specifically, DOES is in the final stages of expanding its UI claims application to capture 18 months of unemployment information. The additional employment information will be used to establish a basic employment profile to assist with automated job searches for claimants. It will also allow claimants to begin receiving reemployment assistance immediately upon submitting an application for unemployment insurance benefits. This initiative is in its final stages and should be fully launched in January of 2016. The development of the expanded online UI initial claim form as well as the integration of the computer systems between Workforce and UI is currently being developed by the Office of Information Technology. The new policy will be enforced when the technology of systems and processes are fully developed, integrated, and in place.</p>
Deficiency No. 26	<p><i>Data Validation</i> Benefits, 5 and 14 and Module 4 Separation/Nonseparation Quality failed. Additionally, Tax Population 3 failed Data Validation</p>
Perceived Cause	<p><u>Population 5</u> Failed with 4.97% difference due to the difference of 09 records between the Data Validation Extract (181) records and the Federal Report count of (190) Failed with 6.47% difference due to the difference of 315 records between the Data Validation Extract (4,870) records and the Federal Report count of (5,185)</p> <p><u>Population 14</u> Issues continue to be reflected in Groups 14.02 and 14.03 ETA 227 UCFE/UCX Total Accounts Receivable and Groups and Total Receivables Removed at End of Production which failed by 5.55% and 4.05% respectively as well as group 14.04 227 EB Total Accounts Receivable (\$).</p> <p><u>Tax Population 3</u> During Data Element Validation (DEV) a minimum sample size of 14 cases was randomly selected via the SUN System for case review. Of that number, 4 cases were found to be in error. More specifically, Employer Accounts #0314245, #0314818, and #0079779 failed Item 4 Status Determination in accordance with the Module 3 instructions Step 11 Sub Step A and B. Also, Employer Accounts #312480 and #0314818 Item 7 - Liability Date (Met Threshold) Step 14 in accordance with the Module 3 instructions did not match. It further appears that the error may have been generated via data entry inconsistencies between Employer Self-Service Portal (ESSP) and the District Unemployment Tax Accounting System (DUTAS) based on end user error, of which the agency has made priority and is currently working to correct. The District has plans in place for monitoring, assessing, and ensuring quality control as it takes steps to achieve DV performance goals. The plan provides for the Data Validation team continuing to request extract files on a quarterly basis and uploading those files onto the SUN System to perform validation activities, record the progress, and share the results with team members quarterly (consistent with VY2015 strategy). Additionally, with regards to Tax Populations requiring quarterly ETA 581 data, enough time will be allowed to ensure Extract Files are not run in advance of the cut-off period. For Example, Extract files for quarter ending 06/30/2016, 09/30/2016, 12/31/2016, and 03/31/2017 will not be run prior to the 20th day of the second month following the quarter to which it relates.</p>
Strategy for Remedy	<p>The annual lessons-learned meeting with involved stakeholders continues to offer program staff and third party vendors an opportunity to explore strategies for improving Data Validation outcomes and address what actually worked and what did not work well during the validation process. The meeting is most successful as cross agency</p>

Agency Deficiencies Requiring Remedy

	stakeholders share results achieved during Data VY 2016 for replicating and/or improving upon results/outcomes during the upcoming 2017 process for Benefits and Tax Populations. Additionally, the meeting serves to ensure a strong foundation for completing the Data VY 2017 Work Plan which includes detailed actions steps and developing a timeline. It identifies responsible parties for each function based on the first set of extract files for the VY 2016 to be constructed from data for report period ending June 30, 2016 for Report Validation upload no later than September 30, 2016. Additional preliminary activities identified will include DV Team members monitoring and becoming familiar with updates to the USDOL DV website, request for ongoing Technical Assistance training with National Office representatives, and ensuring ample time for program staff to work with internal stakeholders to ensure record layouts are correct and other technical matters that may prohibit ASCII upload of a passing extract file. Extract files for the tax populations are populated for each quarter data around the due time for the ETA 581 report. The DV team will start working on the Tax Populations with extract files for the second quarter of 2016. Submission date for all populations and Module 3 certifications due for VY 2016 is June 10, 2017.
Deficiency No. 27	Incorrect Recording of Issue Detection Date [Non-Separations]
Perceived Cause	Failure in the incorrect recording of issue detection dates (nonseparation) as manual and automated process gaps.
Strategy for Remedy	In order to address the manual gaps, the District implemented SOPs for claims validation, fact-finding and adjudication processes, and initially conducted training on issue detection recordation with staff during the 2nd quarter of 2014 in order to reinforce the importance of identifying and recording non-separation issues at the onset of receipt of documentation. Training has since been expanded and issue detection is a topic discussed during adjudications training with all new hire staff. The Quality Assurance unit has to include issue detection as a part of the case review process, in order to address issue detection on manually created issues.
Deficiency No. 28	Improper Administration of the Benefit Accuracy Measurement (BAM) Program: DOL ETA Region 2 expresses concern regarding whether BAM staff positions are merit.
Perceived Cause	It is the District's position that due to the Management Supervisory Service (MSS) status of the BAM Supervisor position, that no change in status can occur.
Strategy for Remedy	In response, the District is in the process of converting all non-Career Service BAM positions to that status in order to align itself with the Federal requirements. The National DOL is currently reviewing the District's response regarding the MSS status.

Target Area: Youth
<u>Strategies for Improving Enrollments (ISY & OSY)</u>
S1. DOES will partner with local businesses, community based organizations, and other District of Columbia agencies for outreach to prospective participants and work sites for WIOA programs.
S2. DOES will communicate with prospective participants by various electronic modes of communication which include text messages, email, and social media.
S3. As a strategy to improve enrollment, DOES will create and publish on its website a listing of mobile unit locations and events.
S4. DOES will make referrals from local programs administered by the DOES OYP (such as the Youth Earn and Learn, the Pathways for Young Adults Program, or the DC High School Internship).(Monitoring report finding 4).
<u>Strategies for Improving Services (ISY & OSY)</u>
S1. DOES will diversify current offerings to deliver need-specific training and development opportunities by obtaining additional vendors and agencies that offer services (Monitoring report finding 2).
S2. DOES will streamline the recruitment, intake, eligibility, referral and case management process and create standard operating procedures that will govern the enrollment process for WIOA programs (Monitoring report finding 3).
S3. DOES will enhance existing services through business and community based partnerships that leverage federal and non-federal resources to provide wrap around services.
<u>Strategies for Improving Performance (ISY & OSY)</u>
S1. Increase the number of participants enrolled into WIOA programs. Goal for in-school youth is 94 participants. Goal for out-of-school youth is 281.
S2. DOES will provide a monthly financial and expenditure reports 45 days after the close of the month to DOL and to the WIC (quarterly) .
S3. Leverage performance data and program outcomes to make strategic decisions by utilizing customer service surveys and provider scorecards.
<u>Strategies for Improving Case Management (Eligibility Documentation and Data Entry Accuracy/Verification)</u>
S1. DOES will coordinate training and professional development for all DOES workforce staff by leveraging available federal resources and materials.
S2. DOES will develop tools that inform the customer and case manager of next steps in the service delivery process, such as a roadmap to services.
S3. Training for providers and staff on the proper use of personally identifiable information (PII)

Target Area: Youth	March 2016	April 2016	May 2016	June 2016
Strategies for Improving Enrollments (ISY & OSY)				
DOES will partner with local businesses, community based organizations, and other District of Columbia agencies for outreach to prospective participants and work sites for WIOA programs.	DOES will research and make contact with (a combination of) five local businesses, cbo's or agencies.	Draft sample partnership agreements and MOUs.	Provide agreements and MOUs to identified business, cbos' and agencies	Finalize agreements (ongoing)
DOES will communicate with prospective participants by various electronic modes of communication which include text messages, email, and social media.	Send out newsletter by email blast and post on social media.	Identify SMS text service to utilize and send out newsletter by email blast and post on social media.	Procure or obtain SMS technology to communicate with prospective applicants and send out newsletter by email blast and post on social media.	Utilize SMS/text and send out newsletter by email and post on social media.
As a strategy to improve enrollment DOES will create and publish on its website a listing of mobile unit locations and events.	3 mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.	6 mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.	9 mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.	12 mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.
DOES will make referrals from local programs administered by the DOES OYP (such as the Youth Earn and Learn, the Pathways for Young Adults Program, or the DC High School Internship).	OYP team will meet weekly to share data and discuss co-enrolment strategies.	OYP team will meet weekly to share data and discuss co-enrolment strategies.	OYP team will meet weekly to share data and discuss co-enrolment strategies.	OYP team will meet weekly to share data and discuss co-enrolment strategies.
Strategies for Improving Services (ISY & OSY)				

DOES will diversify current offerings to deliver needs specific training and development opportunities by obtaining additional vendors and agencies that offer services (Monitoring report finding 2).	Create flow chart and FAQ on the HCA process.	Create and modify where needed the HCA solicitation.	Share posting of solicitation to stakeholders and partner organizations to encourage applications	Finalize agreements (ongoing)
DOES will streamline the recruitment,intake, eligibility, refferal and case management process and create standard operating procedures that will govern the enrollment process for WIOA programs (Monitoring report finding 3).	Develop outline of initial draft of SOP	Complete SOP	Host monthly training sessions and webinars (webinars available on-line)	Host monthly training sessions and webinars (webinars available on-line)
DOES will enhance existing services through business and community based partnerships that leverage federal and non-federal resources to provide wrap around services.	DOES will research and make contact with either five local businesses, cbo's or agencies.	Draft sample partnership agreements and MOUs.	Provide MOUs to identified business, cbos' and agencies	Finalize agreements (ongoing)
Strategies for Improving Performance (ISY & OSY)				
Increase the number of participants enrolled into WIOA programs. Goal for in-school youth is 94 participants. Goal for out-of-school youth is 281.	Provide enrollment report	Provide enrollment report	Provide enrollment report	Provide enrollment report
DOES will provide a monthly financial and expenditure reports 45 days after the close of the month to DOL and to the WIC (quarterly) .	Provide reports (on-going)	Provide reports (on-going)	Provide reports (on-going)	Provide reports (on-going)
Leverage performance data and program outcomes to make strategic decisions by utilizing customer service surveys and provider score cards.	Create survey and develop provider score card and performance dash board (in-progress)	Create survey and develop provider score card and performance dash board (in-progress)	Administer survey and pilot provider score card and performance dash board.	hold stakeholder focus group to discuss survey and provider score card. Also, h old internal focus group on performance dash board.
Strategies for Improving Case Management (Eligibility Documentation and Data Entry Accuracy/Verification)				

DOES will coordinate training and professional development for all workforce professionals by leveraging available federal resources and materials.	Create staff survey to determine the type of professional development that is needed.	Develop a professional development and training schedule	Plan and coordinate federal bootcamp training	Plan and coordinate federal bootcamp training
DOES will develop tools that inform the customer and case manager of next steps in the service delivery process, such as a roadmap to services .	Create draft of "roadmap" document	Finalize draft of "roadmap" document	Pulish draft of "roadmap" document on DOES and WIC website	Ensure that "roadmap" document is translated into different languages

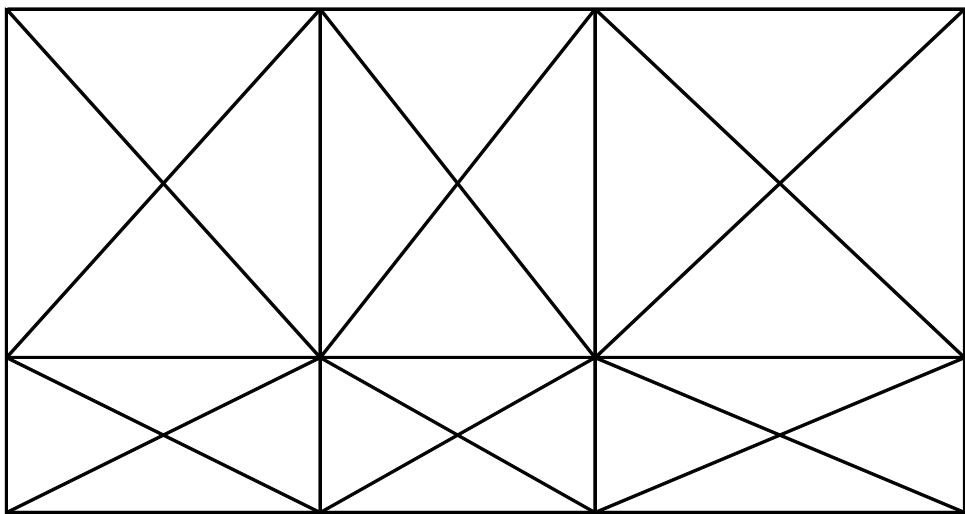
July 2016	August 2016	September 2016	October 2016	November 2016	December 2016	January 2017
Identify and finalize agreements (on-going)	Identify and finalize agreements (on-going)	Identify and finalize agreements (on-going)	Identify and finalize agreements (on-going)			
Utilize SMS/text and send out newsletter by email and post on social media.	Utilize SMS/text and send out newsletter by email and post on social media.	Utilize SMS/text and send out newsletter by email and post on social media.	Utilize SMS/text and send out newsletter by email and post on social media.	Utilize SMS/text and send out newsletter by email and post on social media.	Utilize SMS/text and send out newsletter by email and post on social media.	Utilize SMS/text and send out newsletter by email and post on social media.
15 mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.	18 mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.	21 mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.	24 mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.	27 mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.	30 mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.	33 mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.
OYP team will meet weekly to share data and discuss co-enrolment strategies.	OYP team will meet weekly to share data and discuss co-enrolment strategies.	OYP team will meet weekly to share data and discuss co-enrolment strategies.	OYP team will meet weekly to share data and discuss co-enrolment strategies.	OYP team will meet weekly to share data and discuss co-enrolment strategies.	OYP team will meet weekly to share data and discuss co-enrolment strategies.	OYP team will meet weekly to share data and discuss co-enrolment strategies.

Finalize agreements (ongoing)	Finalize agreements (ongoing)	Finalize agreements (ongoing)	Finalize agreements (ongoing)	Finalize agreements (ongoing)	Finalize agreements (ongoing)	Finalize agreements (ongoing)
Host monthly training sessions and webinars (webinars available on-line)	Host monthly training sessions and webinars (webinars available on-line)	Host monthly training sessions and webinars (webinars available on-line)	Host monthly training sessions and webinars (webinars available on-line)	Host monthly training sessions and webinars (webinars available on-line)	Host monthly training sessions and webinars (webinars available on-line)	Host monthly training sessions and webinars (webinars available on-line)
Identify and finalize agreements (on-going)	Identify and finalize agreements (on-going)	Identify and finalize agreements (on-going)	Identify and finalize agreements (on-going)	Identify and finalize agreements (on-going)	Identify and finalize agreements (on-going)	Identify and finalize agreements (on-going)
Provide enrollment report	Provide enrollment report	Provide enrollment report	Provide enrollment report	Provide enrollment report	Provide enrollment report	Provide enrollment report
Provide reports (on-going)	Provide reports (on-going)	Provide reports (on-going)	Provide reports (on-going)	Provide reports (on-going)	Provide reports (on-going)	Provide reports (on-going)
release survey and share with stakeholders and internal staff. Give presentation to WIC at board meeting.	Hold monthly capstat meetings utilizing the dashboard data (on-going)	Hold monthly capstat meetings utilizing the dashboard data (on-going)	Hold monthly capstat meetings utilizing the dashboard data (on-going)	Hold monthly capstat meetings utilizing the dashboard data (on-going)	Hold monthly capstat meetings utilizing the dashboard data (on-going)	Hold monthly capstat meetings utilizing the dashboard data (on-going)

Launch federal botcamp (full day of training)	Make available materials from OYP federal bootcamp available to staff online or through webbased traing modules (on-going)						

February 2017	March 2017	Qtr Planned Results
		DOES will have agreements in place and leverage partnerships as a strategy to increase enrollment.
Utilize SMS/text and send out newsletter by email and post on social media.	Utilize SMS/text and send out newsletter by email and post on social media.	DOES will strengthen communication practices.
36 mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.	39mobile unit visits completed (cumulative). DOES will provide travel log of locations visited.	DOES will utilize different recruitment strategies to increase enrollment.
OYP team will meet weekly to share data and discuss co-enrolment strategies.	OYP team will meet weekly to share data and discuss co-enrolment strategies.	DOES will better coordinate and leverage current programs to increase enrollment.

Finalize agreements (ongoing)	Finalize agreements (ongoing)	DOES will have procured vendors and training providers in place to offer a variety of services.
Host monthly training sessions and webinars (webinars available on-line)	Host monthly training sessions and webinars (webinars available on-line)	DOES will address and resolve finding #3 (monitoring report).
Identify and finalize agreements (on-going)	Identify and finalize agreements (on-going)	DOES will better coordinate and leverage partners.
Provide enrollment report	Provide enrollment report	DOES will increase enrollment.
Provide reports (on-going)	Provide reports (on-going)	DOES will have accurate financial data available.
Hold monthly capstat meetings utilizing the dashboard data (on-going)	Hold monthly capstat meetings utilizing the dashboard data (on-going)	DOES will improve service to stakeholders by collecting and analyzing data.



Target Area: Program Operations	February 2016	March 2016
Strategies for Improving Program Operations		
DOES will Procure a third party vendor to perform root cause analyses (Reference made in 12/28/15 Letter from DOL).	Conduct initial requirements research	Finalize and initiate procurement process
DOES will Identify and hire staff to support performance analysis (Reference made in 12/28/15 Letter from DOL).	Initiate review of position descriptions and staff augmentation support	Recruit and identify talent and key staff
DOES will develop standard operating procedure referrals to transportation and incentives. The SOP shall also include a protocall for record keeping that supports the disbursement of funds, a process of how incentives and transportation are earned and distubted, and systems in place to verify (Monitoring report finding #5).	Provide outline	Provide initial draft

District of Columbia Hi

April 2016	May 2016	June 2016	July 2016
Third party vendor to start work on root cause analysis assessment	Vendor complete report	Vendor to provide briefing to DOES and WIC on briefing with strategic recommendations	DOES will provide updates and recommendations from the report.
Onboard and train the prospective staff (as needed)			
Finalize draft, publish, and train.			

High Risk Corrective Action Plan

[illegible]

[illegible]

DOES Customer Survey

AJC Location:

1. Date of Visit:

2. Which of the following service(s) did you request?

☐ Unemployment

☐ Job Search

☐ Tax Division

☐ Youth Services

☐ Veterans Services

Other:

3. Did you have an appointment?

If yes, with whom and for what time?

4. Was he/she available at the time of your appointment?

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2. Which of the following service(s) did you request?

Unemployment

Job Search

Tax Division

Youth Services

Veterans Services

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11/11

If yes, with whom and for what time?

Page 1 of 1

5. If you did not have an appointment, did a staff member assist you upon arrival?

6. Was the staff member knowledgeable about the programs and services offered at DOES?

7. If your problem was not resolved, did a DOES staff member provide an alternative solution(s)?

If yes, what type of solution was offered?

8. DOES Staff is courteous, professional, and caring.

9. DOES is helpful in finding solutions to problems in a timely manner.

10. Overall, how do you rate the quality of service you received at DOES?

Comments

11. What can DOES do to provide you with superior service?

12. Any additional comments:

Optional Information

Name

Phone

Email

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December 16, 2016

Ms. Deborah A. Carroll
Director
D.C. Department of Employment Services
4058 Minnesota Ave., N.E.
Washington, DC 20019

Dear Director Carroll:

I write to follow up on our conversation last week and to let you know that the Office of the District of Columbia Auditor (ODCA) is initiating an audit of the First Source Program. We are mindful of the timing issues you shared and will sequence our work in a way that takes into account the changes underway in the program.

ODCA's mission is to support the Council of the District of Columbia by examining the operations of the D.C. government. Our audits and evaluations focus on economy, efficiency, and accountability, and provide valuable insight regarding whether an agency's business processes are efficient, its policies and procedures are effective, its internal controls need to be improved, and/or its programs are delivering the intended results.

This audit will cover fiscal years 2014 to 2016. Our preliminary objectives are to determine: a) Whether DOES has the necessary policies and procedures in place to determine and enforce First Source Law requirements; b) Whether DOES is enforcing compliance with First Source Law requirements; and c) Whether necessary controls are in place to accurately report hiring rates required under the law.

We expect to begin the audit on **Tuesday, January 17, 2017**, and conclude the review in approximately six months. This timeline assumes that the scope of our audit remains consistent with the developed audit objectives, though we reserve the right to adjust the scope and/or timeline of our audit as we gather additional information, while promptly notifying you of any such changes.

The audit will involve a review of relevant laws, regulations, contracts, policies, and procedures; analysis of relevant documents, databases, and other systems; interviews with staff members and other stakeholders; and observation and walk-throughs of standard processes.

Deputy Auditor Lawrence Perry will lead the ODCA audit team on this engagement. Please designate a representative from your agency to act as a liaison to facilitate the flow of information and, as needed, provide access to the appropriate members of DOES staff. Please have a member of your staff provide Mr. Perry with the name of the liaison by **Friday, December 23, 2016**. Mr. Perry can be reached at 202-727-8987 or lawrence.perry@dc.gov.

We also would like to schedule an introductory meeting at which you and your team will have an opportunity to meet the ODCA staff members conducting the audit, and learn more about the purpose, process, and timeline of the audit. The audit team will address any concerns regarding the audit process during the meeting and make arrangements for access to information systems and key personnel. Mr. Perry will work with your liaison to schedule that meeting.

In preparation for the meeting, please provide the following information no later than close of business on **Friday, January 10, 2017**.

- A copy of internal DOES policies and procedures that govern the First Source Program.
- A copy of each semiannual First Source report for fiscal years 2014 through 2016, as required by D.C. Official Code § 2-219.04.
- A current organization chart with employee name, department and position title.
- A list of contracts and development projects currently monitored by DOES for First Source compliance.
- A description of what management information systems are used by DOES to track compliance First Source law requirements.
- A copy of any internal or external management audits or reports of the First Source Program for fiscal years 2014 through 2016.

We look forward to working with you and your staff. Please do not hesitate to contact me if you have any questions. I can be reached at Kathy.Patterson@dc.gov or 202-727-8982. Thank you.

Sincerely yours,



Kathleen Patterson
District of Columbia Auditor

cc: Betsy Cavendish, Executive Office of the Mayor
April Waugh, DOES

17:064:KP.ds

Age	Ward	Gender	School Name
15	Ward 5	Male	Paul PCS
14	Ward 4	Female	Paul PCS
20	Ward 8	Male	Thurgood Marshall Academy
20	Ward 4	Female	Roosevelt HS
16	Ward 8	Female	Washington Metropolitan HS
18	Ward 3	Female	Other
17	Ward 7	Female	Other
23	Ward 5	Female	Eastern HS
18	Ward 4	Female	Roosevelt HS
17	Ward 5	Female	Other
15	Ward 5	Female	Eastern HS
15	Ward 6	Female	Cesar Chavez - Capitol Hill
18	Ward 6	Male	Eastern HS
19	Ward 5	Male	Other
15	Ward 8	Female	Thurgood Marshall Academy
16	N/A (Not Applicable)	Female	Other
16	Ward 4	Female	Thurgood Marshall Academy
21	Ward 4	Male	Other
18	Ward 6	Male	Eastern HS
20	Ward 5	Male	Other
21	Ward 5	Female	Other
15	Ward 5	Male	Eastern HS
17	Ward 8	Male	Maya Angelou PCS
20	Ward 8	Female	Thurgood Marshall Academy
19	Ward 8	Male	Thurgood Marshall Academy
15	Ward 3	Male	Other
15	Ward 7	Male	Other
22	Ward 7	Female	Eastern HS
19	Ward 4	Female	Other
15	Ward 6	Female	Eastern HS
23	Ward 8	Female	Other
17	Ward 7	Female	Paul PCS
15	Ward 7	Female	Paul PCS
15	Ward 6	Male	Eastern HS
23	Ward 7	Female	Thurgood Marshall Academy
17	Ward 6	Male	Eastern HS
14	Ward 5	Female	Other
22	Ward 7	Male	Maya Angelou PCS
18	Ward 6	Male	Maya Angelou PCS
17	Ward 5	Male	Roosevelt HS

17	Ward 6	Female	Eastern HS
17	Ward 4	Female	Roosevelt HS
15	Ward 5	Male	Paul PCS
16	Ward 4	Male	Other
15	Ward 7	Female	Thurgood Marshall Academy
18	Ward 4	Female	Other
18	Ward 7	Female	Maya Angelou PCS
16	Ward 4	Male	Cesar Chavez - Capitol Hill
18	Ward 5	Male	Eastern HS
15	Ward 5	Male	Eastern HS
14	Ward 8	Female	Thurgood Marshall Academy
15	Ward 5	Male	Other
18	Ward 8	Male	Eastern HS
15	Ward 8	Female	Other
16	Ward 1	Female	Other
20	Ward 1	Female	Other
14	Ward 7	Male	Eastern HS
16	Ward 4	Female	Paul PCS
16	Ward 5	Male	Roosevelt HS
16	Ward 1	Male	Paul PCS
18	Ward 7	Female	Other
18	Ward 5	Female	Eastern HS
15	Ward 5	Female	Cesar Chavez - Capitol Hill
17	Ward 8	Female	Maya Angelou PCS
17	Ward 6	Female	Roosevelt HS
22	Ward 7	Female	Other
14	Ward 8	Male	Eastern HS
24	Ward 7	Female	Other
17	Ward 7	Male	Other
18	Ward 6	Female	Eastern HS
15	Ward 7	Female	Eastern HS
19	Ward 8	Male	Other
19	Ward 7	Male	Maya Angelou PCS
15	Ward 4	Male	Eastern HS
21	Ward 7	Male	Maya Angelou PCS
20	Ward 7	Female	Washington Metropolitan HS
23	N/A (Not Applicable)	Female	Other
19	Ward 4	Male	Other
18	Ward 7	Female	Other
20	Ward 8	Female	Other
19	Ward 8	Female	Other

19	Ward 5	Male	Other
18	Ward 7	Female	Other
14	Ward 8	Male	Other
22	Ward 4	Female	Roosevelt HS
17	Ward 7	Female	Eastern HS
20	Ward 8	Female	Thurgood Marshall Academy
22	Ward 8	Female	Other
18	Ward 1	Male	Other
15	Ward 7	Female	Maya Angelou PCS
15	Ward 8	Female	Eastern HS
19	Ward 4	Female	Other
17	Ward 8	Female	Other
16	Ward 8	Female	Other
15	Ward 7	Female	Other
15	Ward 6	Female	Other
16	Ward 5	Female	Other
24	Ward 4	Female	Other
14	Ward 7	Male	Other
18	Ward 8	Female	Washington Metropolitan HS
15	Ward 7	Female	Cesar Chavez - Capitol Hill
18	Ward 7	Male	Eastern HS
14	Ward 7	Male	Other
20	Ward 5	Male	Other
15	Ward 8	Female	Other
17	Ward 7	Female	Eastern HS
17	Ward 7	Female	Other
17	Ward 7	Female	Cesar Chavez - Capitol Hill
15	Ward 1	Female	AIM Academy PCS
18	Ward 8	Male	Cesar Chavez - Capitol Hill
19	Ward 4	Male	Other
15	Ward 6	Female	Other
14	Ward 8	Female	Other
16	Ward 7	Female	Paul PCS
19	Ward 7	Male	Eastern HS
17	Ward 7	Male	Eastern HS
15	Ward 6	Female	Thurgood Marshall Academy
17	Ward 5	Male	Other
16	Ward 5	Female	Eastern HS
19	Ward 5	Female	Eastern HS
16	Ward 5	Female	Other
15	Ward 7	Female	Eastern HS

15	Ward 5	Female	Paul PCS
17	Ward 4	Male	Paul PCS
18	Ward 5	Female	Paul PCS
18	Ward 6	Male	Eastern HS
16	Ward 8	Female	Eastern HS
18	Ward 8	Female	Washington Metropolitan HS
15	Ward 8	Male	Thurgood Marshall Academy
18	Ward 2	Male	Other
19	Ward 5	Female	Other
22	Ward 7	Female	Other
18	Ward 7	Female	Other
16	Ward 6	Male	Eastern HS
23	Ward 6	Male	Eastern HS
21	Ward 6	Male	Other
20	Ward 7	Male	Other
16	Ward 8	Female	Other
19	Ward 7	Male	Other
15	Ward 4	Female	Paul PCS
19	Ward 8	Male	Other
16	Ward 8	Female	Thurgood Marshall Academy
14	Ward 7	Male	Other
18	Ward 1	Female	Roosevelt HS
16	Ward 8	Female	Cesar Chavez - Capitol Hill
19	Ward 7	Male	Maya Angelou PCS
15	Ward 5	Male	Other
17	Ward 8	Female	Maya Angelou PCS
17	Ward 7	Female	Other
14	Ward 8	Male	Other
19	Ward 5	Male	Roosevelt HS
23	Ward 5	Female	Roosevelt HS
24	Ward 5	Female	School Without Walls HS
22	Ward 5	Female	Cardozo HS
17	Ward 7	Male	Anacostia HS
20	Ward 8	Female	Anacostia HS
20	Ward 4	Male	Banneker HS
17	Ward 5	Female	Banneker HS
23	Ward 8	Female	Anacostia HS
19	Ward 8	Female	Anacostia HS
17	Ward 6	Male	Cardozo HS
18	Ward 1	Female	Cardozo HS
16	Ward 7	Female	Banneker HS

16	Ward 8	Female	Anacostia HS
14	Ward 8	Male	Hart MS
16	Ward 1	Female	Cardozo HS
16	Ward 8	Male	Anacostia HS
18	Ward 5	Male	Banneker HS
14	Ward 4	Female	Takoma EC
18	Ward 7	Female	Anacostia HS
16	Ward 8	Male	Cardozo HS
18	Ward 8	Male	Anacostia HS
23	Ward 1	Female	Cardozo HS
15	Ward 8	Male	Anacostia HS
16	Ward 8	Female	Anacostia HS
18	Ward 4	Female	Banneker HS
18	Ward 4	Male	Banneker HS
21	Ward 8	Male	Cardozo HS
18	Ward 3	Male	School Without Walls HS
19	Ward 4	Female	Banneker HS
18	Ward 8	Male	Anacostia HS
17	Ward 8	Female	Anacostia HS
15	Ward 8	Female	Anacostia HS
14	Ward 8	Male	Hart MS
16	Ward 8	Male	Anacostia HS
15	Ward 1	Male	Cardozo HS
18	Ward 7	Male	Cardozo HS
15	Ward 8	Male	Banneker HS
18	Ward 2	Female	Banneker HS
16	Ward 5	Male	Banneker HS
22	Ward 6	Male	Cardozo HS
20	Ward 8	Female	Anacostia HS
22	Ward 1	Female	Cardozo HS
24	Ward 7	Male	Banneker HS
23	Ward 7	Female	Spingarn HS
17	Ward 4	Female	Banneker HS
17	Ward 1	Female	Cardozo HS
18	Ward 8	Male	Cardozo HS
17	Ward 6	Male	School Without Walls HS
18	Ward 3	Male	School Without Walls HS
21	Ward 5	Female	Spingarn HS
24	Ward 7	Female	Hospitality SHS
20	Ward 8	Female	Anacostia HS
14	Ward 7	Male	Chamberlain Middle

18	Ward 8	Female	Cardozo HS
15	Ward 7	Female	Banneker HS
14	Ward 7	Female	Banneker HS
17	Ward 5	Female	Cardozo HS
17	Ward 8	Male	Cardozo HS
15	Ward 8	Female	School Without Walls HS
22	Ward 7	Male	Cardozo HS
15	Ward 4	Female	Banneker HS
19	Ward 7	Male	School Without Walls HS
18	Ward 8	Female	Anacostia HS
15	Ward 4	Female	Banneker HS
14	Ward 1	Female	Cardozo HS
18	Ward 8	Female	Anacostia HS
14	Ward 7	Male	Chamberlain Middle
16	Ward 4	Female	Banneker HS
21	Ward 7	Male	Spingarn HS
17	Ward 4	Male	Banneker HS
14	Ward 4	Female	Banneker HS
21	Ward 8	Female	Anacostia HS
14	Ward 7	Male	Kelly Miller MS
16	Ward 1	Female	Cardozo HS
19	Ward 6	Male	Spingarn HS
18	Ward 8	Female	Anacostia HS
18	Ward 8	Male	Anacostia HS
23	Ward 8	Male	Anacostia HS
14	Ward 7	Female	Kelly Miller MS
15	Ward 8	Male	School Without Walls HS
22	Ward 6	Male	Anacostia HS
17	Ward 5	Male	Cardozo HS
15	Ward 7	Female	School Without Walls HS
14	Ward 7	Male	Kelly Miller MS
21	Ward 7	Female	Anacostia HS
19	Ward 1	Female	Banneker HS
16	Ward 1	Female	Cardozo HS
19	Ward 5	Female	Hospitality SHS
21	Ward 8	Female	Anacostia HS
18	Ward 8	Male	Anacostia HS
16	Ward 8	Female	Anacostia HS
16	Ward 8	Female	Anacostia HS
18	Ward 7	Female	Anacostia HS
20	Ward 4	Female	Banneker HS

14	Ward 7	Male	Kelly Miller MS
15	Ward 8	Female	Banneker HS
22	Ward 7	Male	Spingarn HS
17	Ward 1	Male	Cardozo HS
17	Ward 4	Female	Banneker HS
15	Ward 4	Male	Banneker HS
14	Ward 4	Female	Banneker HS
19	Ward 5	Female	School Without Walls HS
18	Ward 1	Female	Cardozo HS
15	Ward 5	Male	Banneker HS
21	Ward 8	Female	Anacostia HS
20	Ward 1	Male	Cardozo HS
22	Ward 7	Male	Anacostia HS
15	Ward 8	Male	Hart MS
19	Ward 7	Female	Banneker HS
14	Ward 1	Male	Cardozo HS
14	Ward 7	Female	Banneker HS
22	Ward 8	Male	Anacostia HS
18	Ward 7	Female	School Without Walls HS
17	Ward 7	Female	School Without Walls HS
14	Ward 8	Female	Anacostia HS
16	Ward 5	Male	School Without Walls HS
15	Ward 4	Male	Banneker HS
15	Ward 1	Male	Cardozo HS
18	Ward 7	Male	Banneker HS
17	Ward 8	Female	Anacostia HS
18	N/A (Not Applicable)	Female	Cardozo HS
17	Ward 4	Female	School Without Walls HS
17	Ward 8	Male	Cardozo HS
17	Ward 8	Female	Anacostia HS
24	Ward 4	Female	Cardozo HS
18	Ward 4	Male	Banneker HS
17	Ward 8	Male	Anacostia HS
14	Ward 6	Male	Cardozo HS
17	Ward 8	Male	Anacostia HS
18	Ward 8	Female	Anacostia HS
17	Ward 1	Female	Cardozo HS
14	Ward 4	Female	School Without Walls HS
17	Ward 4	Female	Banneker HS
17	Ward 8	Male	Anacostia HS
17	Ward 8	Male	Banneker HS

15	Ward 5	Female	Banneker HS
20	Ward 8	Female	Anacostia HS
22	Ward 8	Female	Anacostia HS
18	Ward 8	Female	Anacostia HS
22	Ward 8	Male	Anacostia HS
17	Ward 8	Male	Anacostia HS
16	Ward 7	Female	Banneker HS
18	Ward 1	Male	Cardozo HS
19	Ward 6	Female	Banneker HS
15	Ward 5	Male	Roots PCS
21	Ward 1	Female	Cardozo HS
19	Ward 1	Male	Cardozo HS
21	Ward 8	Female	Anacostia HS
16	Ward 1	Female	Cardozo HS
17	Ward 2	Female	Cardozo HS
19	Ward 5	Female	Other
19	Ward 7	Female	Thurgood Marshall Academy
19	Ward 5	Female	Other
20	Ward 7	Male	Roosevelt HS
18	Ward 7	Male	Maya Angelou PCS
15	N/A (Not Applicable)	Female	Other
14	Ward 8	Female	Eastern HS
20	Ward 8	Female	Other
19	Ward 8	Male	Eastern HS
20	Ward 7	Female	Other
21	Ward 7	Male	Eastern HS
17	Ward 7	Female	Eastern HS
18	Ward 8	Female	Eastern HS
21	Ward 7	Female	Cesar Chavez - Capitol Hill
19	Ward 7	Female	Eastern HS
18	Ward 8	Female	Thurgood Marshall Academy
15	Ward 7	Male	Other
17	Ward 8	Female	Thurgood Marshall Academy
15	Ward 8	Female	Other
22	Ward 8	Female	Other
18	Ward 8	Female	Thurgood Marshall Academy
20	Ward 8	Male	Other
18	Ward 7	Female	Other
21	Ward 4	Male	Other
21	Ward 7	Male	Washington Metropolitan HS
19	Ward 6	Male	Other

16	Ward 5	Male	Other
16	Ward 7	Female	Eastern HS
19	Ward 6	Male	Other
22	Ward 7	Female	Other
15	Ward 8	Female	Eastern HS
19	Ward 7	Male	Other
19	Ward 5	Female	Other
23	Ward 8	Female	Other
18	Ward 7	Female	Eastern HS
18	Ward 8	Female	Eastern HS
21	Ward 5	Female	Other
23	Ward 6	Female	Cesar Chavez - Capitol Hill
19	Ward 7	Female	Eastern HS
17	Ward 7	Female	Eastern HS
23	Ward 5	Male	Other
24	Ward 5	Male	Other
22	Ward 7	Female	Eastern HS
19	Ward 8	Female	Maya Angelou PCS
21	Ward 1	Female	Other
14	Ward 8	Female	Thurgood Marshall Academy
23	Ward 7	Female	Eastern HS
16	Ward 3	Male	Other
23	Ward 8	Female	Other
20	Ward 8	Female	Other
15	Ward 7	Male	Eastern HS
22	Ward 5	Male	Other
17	Ward 7	Female	Eastern HS
23	Ward 6	Female	Eastern HS
18	Ward 1	Male	Paul PCS
19	N/A (Not Applicable)	Male	Other
18	Ward 8	Female	Thurgood Marshall Academy
18	Ward 1	Male	Other
18	Ward 4	Male	Other
16	Ward 6	Male	Eastern HS
15	Ward 1	Female	Other
14	Ward 7	Male	Other
17	Ward 7	Female	Eastern HS
18	Ward 8	Female	Other
15	Ward 7	Female	Other
14	Ward 7	Male	Maya Angelou PCS
15	Ward 6	Male	Other

20	Ward 4	Male	Other
19	Ward 8	Male	Other
14	Ward 4	Female	Roosevelt HS
21	Ward 7	Male	Maya Angelou PCS
24	Ward 5	Male	Other
14	Ward 4	Female	Other
14	Ward 7	Female	Other
14	Ward 5	Male	Roosevelt HS
18	Ward 3	Male	Other
18	Ward 8	Female	Cesar Chavez - Capitol Hill
14	Ward 8	Female	Other
15	Ward 5	Female	Other
14	Ward 6	Female	Jefferson MS
17	Ward 7	Female	Other
19	Ward 5	Male	Other
18	Ward 6	Male	Eastern HS
15	Ward 5	Male	Eastern HS
16	Ward 7	Female	Eastern HS
20	Ward 1	Female	Other
19	Ward 4	Male	Roosevelt HS
17	Ward 4	Male	Other
20	N/A (Not Applicable)	Female	Other
20	Ward 6	Male	Other
15	Ward 5	Female	Paul PCS
24	Ward 8	Female	Other
24	Ward 1	Female	Other
20	Ward 7	Female	Other
16	Ward 8	Male	Other
14	Ward 7	Female	Other
15	Ward 8	Female	Paul PCS
17	Ward 8	Female	Other
16	Ward 7	Female	Eastern HS
18	Ward 7	Female	Thurgood Marshall Academy
17	Ward 8	Male	Other
16	Ward 7	Male	Thurgood Marshall Academy
22	Ward 4	Male	Other
23	Ward 8	Male	Roosevelt HS
16	Ward 1	Female	Paul PCS
20	Ward 4	Male	Paul PCS
18	Ward 4	Female	Other
15	Ward 8	Female	Paul PCS

19	Ward 4	Female	Other
14	N/A (Not Applicable)	Female	Other
16	Ward 8	Male	Thurgood Marshall Academy
18	Ward 7	Male	Cesar Chavez - Capitol Hill
17	Ward 6	Male	Eastern HS
15	Ward 8	Female	Cesar Chavez - Capitol Hill
16	Ward 5	Male	Paul PCS
21	Ward 8	Female	Other
21	Ward 8	Female	Thurgood Marshall Academy
16	Ward 5	Female	Other
24	Ward 8	Female	Maya Angelou PCS
18	Ward 8	Female	Other
16	Ward 8	Male	Thurgood Marshall Academy
16	Ward 6	Male	Maya Angelou PCS
17	Ward 8	Female	Thurgood Marshall Academy
14	Ward 5	Female	Other
16	Ward 8	Female	Thurgood Marshall Academy
15	Ward 7	Female	Eastern HS
17	Ward 5	Female	Roosevelt HS
21	Ward 6	Male	Other
19	Ward 5	Female	Other
14	Ward 8	Female	Hope Community PCS
14	Ward 8	Male	AIM Academy PCS
15	Ward 8	Female	Other
14	Ward 1	Female	Paul PCS
14	Ward 4	Male	Paul PCS
17	Ward 5	Female	Other
18	Ward 4	Female	Other
18	Ward 7	Male	Eastern HS
17	Ward 7	Female	Other
17	Ward 8	Male	Eastern HS
22	Ward 7	Male	Other
14	Ward 5	Female	Other
14	Ward 7	Female	Other
24	Ward 7	Female	Other
20	Ward 4	Female	Other
19	Ward 8	Female	Other
14	Ward 5	Female	Other
20	Ward 7	Female	Other
19	Ward 3	Female	Thurgood Marshall Academy
17	Ward 8	Male	Other

15	Ward 8	Female	Other
16	Ward 6	Female	Eastern HS
16	Ward 8	Male	Other
14	Ward 5	Male	Paul PCS
18	Ward 6	Male	Thurgood Marshall Academy
19	Ward 7	Female	Washington Math Science and Technology PCS
15	Ward 7	Male	Cesar Chavez - Parkside Lower
14	Ward 4	Male	West EC
16	Ward 7	Female	Duke Ellington School of the Arts
18	Ward 1	Male	E.L. Haynes PCS
17	Ward 5	Male	Washington Math Science and Technology PCS
14	Ward 7	Male	Cesar Chavez - Parkside Lower
14	Ward 4	Female	Washington Math Science and Technology PCS
17	Ward 1	Female	E.L. Haynes PCS
17	Ward 5	Female	Washington Math Science and Technology PCS
15	Ward 1	Male	Cesar Chavez - Bruce Prep
20	Ward 5	Female	Perry Street Prep School
15	Ward 7	Male	Cesar Chavez - Parkside Lower
14	Ward 7	Female	Cesar Chavez - Parkside Lower
15	Ward 4	Male	Washington Math Science and Technology PCS
16	Ward 7	Female	Duke Ellington School of the Arts
15	Ward 1	Female	Duke Ellington School of the Arts
15	Ward 5	Female	Washington Math Science and Technology PCS
15	Ward 8	Female	Duke Ellington School of the Arts
18	Ward 5	Female	Duke Ellington School of the Arts
14	Ward 7	Male	Cesar Chavez - Parkside Lower
14	Ward 8	Male	Washington Math Science and Technology PCS
18	Ward 4	Male	Coolidge SHS
16	Ward 6	Female	Washington Math Science and Technology PCS
23	Ward 1	Male	Coolidge SHS
18	Ward 8	Female	Washington Math Science and Technology PCS
16	Ward 1	Male	E.L. Haynes PCS
16	Ward 4	Female	Coolidge SHS
20	Ward 7	Male	Washington Math Science and Technology PCS
15	Ward 4	Female	Johnson MS
18	Ward 7	Male	Duke Ellington School of the Arts
15	Ward 5	Female	E.L. Haynes PCS
14	Ward 4	Female	E.L. Haynes PCS
14	Ward 7	Female	E.L. Haynes PCS
15	Ward 4	Female	E.L. Haynes PCS
15	Ward 7	Female	Coolidge SHS

19	Ward 7	Male	Washington Math Science and Technology PCS
14	Ward 4	Female	Duke Ellington School of the Arts
15	Ward 7	Male	E.L. Haynes PCS
19	Ward 4	Male	E.L. Haynes PCS
15	Ward 6	Female	Coolidge SHS
21	Ward 7	Female	Coolidge SHS
19	Ward 6	Female	Coolidge SHS
15	Ward 7	Female	Duke Ellington School of the Arts
15	Ward 7	Female	Washington Math Science and Technology PCS
22	Ward 7	Female	Coolidge SHS
18	Ward 8	Female	E.L. Haynes PCS
16	Ward 8	Female	Duke Ellington School of the Arts
18	Ward 5	Male	Washington Math Science and Technology PCS
15	Ward 8	Male	Duke Ellington School of the Arts
17	Ward 4	Male	Coolidge SHS
14	Ward 5	Female	Perry Street Prep School
14	Ward 1	Female	E.L. Haynes PCS
16	Ward 7	Male	Cesar Chavez - Parkside Lower
14	Ward 8	Female	Johnson MS
14	Ward 8	Male	Johnson MS
18	N/A (Not Applicable)	Male	Coolidge SHS
15	Ward 5	Male	Duke Ellington School of the Arts
14	Ward 4	Female	Cesar Chavez - Bruce Prep
16	Ward 1	Female	E.L. Haynes PCS
19	Ward 4	Male	Coolidge SHS
20	Ward 5	Female	Perry Street Prep School
16	Ward 6	Male	Duke Ellington School of the Arts
19	Ward 7	Female	Coolidge SHS
17	Ward 4	Female	Duke Ellington School of the Arts
14	Ward 6	Male	Duke Ellington School of the Arts
14	Ward 2	Male	E.L. Haynes PCS
15	Ward 7	Female	Duke Ellington School of the Arts
22	Ward 5	Female	Perry Street Prep School
21	Ward 4	Female	Washington Math Science and Technology PCS
21	Ward 5	Male	Washington Math Science and Technology PCS
16	Ward 4	Female	Coolidge SHS
14	Ward 1	Female	Cesar Chavez - Bruce Prep
19	Ward 4	Female	Coolidge SHS
18	Ward 4	Male	Coolidge SHS
18	Ward 8	Female	Coolidge SHS
15	Ward 5	Male	Washington Math Science and Technology PCS

14	Ward 8	Male	Johnson MS
18	Ward 4	Female	Coolidge SHS
17	Ward 8	Female	Washington Math Science and Technology PCS
19	Ward 4	Female	Washington Math Science and Technology PCS
16	Ward 4	Male	Washington Math Science and Technology PCS
24	Ward 1	Female	Duke Ellington School of the Arts
17	Ward 8	Male	Cesar Chavez - Parkside Lower
17	Ward 5	Female	Coolidge SHS
22	Ward 5	Female	Coolidge SHS
19	Ward 8	Female	Washington Math Science and Technology PCS
17	Ward 5	Male	Washington Math Science and Technology PCS
19	Ward 6	Female	Washington Math Science and Technology PCS
16	Ward 7	Male	Washington Math Science and Technology PCS
17	Ward 8	Female	Coolidge SHS
16	Ward 7	Male	Cesar Chavez - Parkside Lower
15	N/A (Not Applicable)	Male	Duke Ellington School of the Arts
17	Ward 7	Female	Duke Ellington School of the Arts
16	Ward 4	Female	Duke Ellington School of the Arts
24	Ward 6	Female	Washington Math Science and Technology PCS
15	Ward 4	Female	E.L. Haynes PCS
16	Ward 7	Female	Cesar Chavez - Parkside Lower
16	Ward 8	Female	E.L. Haynes PCS
18	Ward 5	Female	E.L. Haynes PCS
18	Ward 8	Male	Coolidge SHS
20	Ward 5	Female	Perry Street Prep School
17	Ward 7	Male	Washington Math Science and Technology PCS
17	Ward 1	Female	E.L. Haynes PCS
14	Ward 4	Female	E.L. Haynes PCS
14	Ward 7	Female	Cesar Chavez - Parkside Lower
16	Ward 5	Male	Washington Math Science and Technology PCS
14	Ward 4	Male	Coolidge SHS
21	Ward 7	Female	Perry Street Prep School
19	Ward 7	Female	Perry Street Prep School
20	Ward 6	Female	Perry Street Prep School
15	Ward 4	Male	Coolidge SHS
17	Ward 8	Female	Washington Math Science and Technology PCS
17	Ward 4	Female	E.L. Haynes PCS
19	Ward 6	Male	Washington Math Science and Technology PCS
18	Ward 7	Male	Cesar Chavez - Parkside Lower
14	Ward 8	Female	Washington Math Science and Technology PCS
15	Ward 7	Male	Cesar Chavez - Parkside Lower

14	Ward 4	Male	Raymond EC
17	Ward 6	Male	Friendship PCS - Collegiate Academy
18	Ward 7	Female	Friendship PCS - Collegiate Academy
24	Ward 8	Female	Friendship PCS - Collegiate Academy
20	Ward 4	Female	Phelps Architecture, Construction, and Engineering HS
15	Ward 7	Female	Friendship PCS - Collegiate Academy
22	Ward 8	Male	Friendship PCS - Collegiate Academy
18	Ward 8	Female	Friendship PCS - Collegiate Academy
19	Ward 8	Female	Friendship PCS - Collegiate Academy
16	Ward 7	Male	Friendship PCS - Collegiate Academy
17	Ward 7	Female	Friendship PCS - Collegiate Academy
16	Ward 7	Female	Friendship PCS - Collegiate Academy
19	Ward 8	Male	Luke C. Moore HS
20	Ward 5	Male	Friendship PCS - Collegiate Academy
16	Ward 4	Male	Phelps Architecture, Construction, and Engineering HS
21	Ward 7	Female	Luke C. Moore HS
20	Ward 8	Female	Friendship PCS - Collegiate Academy
18	Ward 7	Male	Friendship PCS - Collegiate Academy
15	Ward 8	Female	Kramer MS
18	Ward 7	Male	Friendship PCS - Collegiate Academy
22	Ward 7	Female	Luke C. Moore HS
16	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
19	Ward 7	Male	Friendship PCS - Collegiate Academy
19	Ward 7	Male	Luke C. Moore HS
16	Ward 7	Female	Friendship PCS - Collegiate Academy
20	Ward 7	Female	Friendship PCS - Collegiate Academy
18	Ward 8	Male	Friendship PCS - Collegiate Academy
15	Ward 8	Female	Friendship PCS - Collegiate Academy
22	Ward 7	Female	Luke C. Moore HS
20	Ward 5	Female	Phelps Architecture, Construction, and Engineering HS
20	Ward 8	Male	Friendship PCS - Collegiate Academy
18	Ward 8	Female	Friendship PCS - Collegiate Academy
17	Ward 5	Male	Luke C. Moore HS
16	Ward 5	Male	Luke C. Moore HS
16	Ward 6	Female	Friendship PCS - Collegiate Academy
17	Ward 8	Male	Friendship PCS - Collegiate Academy
18	Ward 8	Female	Luke C. Moore HS
20	Ward 7	Male	Luke C. Moore HS
14	Ward 7	Male	Friendship PCS - Collegiate Academy
19	Ward 8	Male	Phelps Architecture, Construction, and Engineering HS
16	Ward 5	Female	Friendship PCS - Collegiate Academy

17	Ward 8	Female	Luke C. Moore HS
17	Ward 7	Male	Luke C. Moore HS
18	Ward 5	Male	Luke C. Moore HS
19	Ward 8	Female	Friendship PCS - Collegiate Academy
14	Ward 7	Female	Friendship PCS - Collegiate Academy
14	Ward 7	Male	Friendship PCS - Collegiate Academy
16	Ward 7	Female	Friendship PCS - Collegiate Academy
20	Ward 5	Male	Luke C. Moore HS
20	Ward 7	Female	Friendship PCS - Collegiate Academy
20	Ward 7	Female	Friendship PCS - Collegiate Academy
20	Ward 8	Female	Luke C. Moore HS
16	Ward 5	Male	Friendship PCS - Collegiate Academy
14	Ward 8	Female	KIPP DC PCS
21	N/A (Not Applicable)	Female	Luke C. Moore HS
19	Ward 7	Male	Luke C. Moore HS
15	Ward 6	Male	KIPP DC PCS
14	Ward 4	Male	KIPP DC PCS
16	Ward 7	Female	Kramer MS
15	Ward 4	Male	Phelps Architecture, Construction, and Engineering HS
19	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
20	Ward 7	Male	Friendship PCS - Collegiate Academy
22	Ward 7	Female	Friendship PCS - Collegiate Academy
15	Ward 4	Female	Friendship PCS - Collegiate Academy
15	Ward 7	Female	Phelps Architecture, Construction, and Engineering HS
21	Ward 7	Female	Friendship PCS - Collegiate Academy
20	Ward 6	Female	Friendship PCS - Collegiate Academy
15	Ward 6	Male	Phelps Architecture, Construction, and Engineering HS
14	Ward 6	Male	Friendship PCS - Collegiate Academy
19	Ward 5	Male	Luke C. Moore HS
18	Ward 8	Female	Friendship PCS - Collegiate Academy
16	Ward 2	Male	KIPP DC PCS
19	Ward 6	Female	Friendship PCS - Collegiate Academy
17	Ward 5	Male	Luke C. Moore HS
15	Ward 7	Male	Friendship PCS - Collegiate Academy
15	Ward 7	Female	Phelps Architecture, Construction, and Engineering HS
18	Ward 7	Male	Friendship PCS - Collegiate Academy
16	Ward 8	Male	Friendship PCS - Collegiate Academy
19	Ward 8	Female	Phelps Architecture, Construction, and Engineering HS
18	Ward 6	Male	Friendship PCS - Collegiate Academy
18	Ward 7	Female	Luke C. Moore HS
19	Ward 1	Male	Luke C. Moore HS

16	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
15	Ward 5	Male	Friendship PCS - Collegiate Academy
17	Ward 8	Male	Phelps Architecture, Construction, and Engineering HS
17	Ward 7	Female	Friendship PCS - Collegiate Academy
14	Ward 7	Male	KIPP DC PCS
17	Ward 6	Male	Friendship PCS - Collegiate Academy
15	Ward 8	Female	Kramer MS
14	Ward 7	Female	KIPP DC PCS
16	Ward 5	Male	Phelps Architecture, Construction, and Engineering HS
17	Ward 7	Female	Friendship PCS - Collegiate Academy
15	Ward 7	Female	Friendship PCS - Collegiate Academy
16	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
19	Ward 8	Male	Friendship PCS - Collegiate Academy
19	Ward 5	Male	Luke C. Moore HS
21	Ward 7	Male	Friendship PCS - Collegiate Academy
14	Ward 7	Female	KIPP DC PCS
18	Ward 8	Female	Friendship PCS - Collegiate Academy
19	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
14	Ward 5	Male	KIPP DC PCS
18	Ward 5	Male	Friendship PCS - Collegiate Academy
17	Ward 5	Female	Phelps Architecture, Construction, and Engineering HS
18	Ward 7	Female	Friendship PCS - Collegiate Academy
19	Ward 7	Female	Luke C. Moore HS
18	Ward 8	Female	Friendship PCS - Collegiate Academy
20	Ward 8	Male	Friendship PCS - Collegiate Academy
18	Ward 7	Male	Youth Services Center
14	Ward 8	Male	KIPP DC PCS
16	Ward 6	Male	Friendship PCS - Collegiate Academy
20	Ward 8	Male	Thurgood Marshall Academy
20	Ward 8	Male	Thurgood Marshall Academy
23	Ward 4	Male	Roosevelt HS
18	Ward 7	Male	Eastern HS
15	Ward 1	Male	Eastern HS
17	Ward 5	Male	Other
16	Ward 5	Female	Other
16	Ward 4	Female	Other
15	Ward 6	Male	Other
16	Ward 6	Female	Eastern HS
17	Ward 6	Female	Eastern HS
19	Ward 8	Female	Other
16	Ward 4	Female	Washington Metropolitan HS

17	Ward 5	Female	Other
14	Ward 7	Female	Other
17	Ward 6	Male	Other
18	Ward 6	Male	Paul PCS
15	Ward 5	Female	Eastern HS
14	Ward 5	Female	Paul PCS
15	Ward 4	Male	Roosevelt HS
16	Ward 7	Female	Eastern HS
17	Ward 5	Female	Other
20	Ward 7	Male	Roosevelt HS
20	Ward 8	Male	Roosevelt HS
14	Ward 8	Male	Cesar Chavez - Capitol Hill
17	Ward 4	Female	Roosevelt HS
17	Ward 8	Male	Cesar Chavez - Capitol Hill
15	Ward 8	Male	AIM Academy PCS
15	Ward 4	Male	Other
17	Ward 8	Male	Eastern HS
16	Ward 6	Male	Cesar Chavez - Capitol Hill
18	Ward 5	Female	Other
15	Ward 5	Female	Paul PCS
21	Ward 5	Female	Other
22	Ward 4	Female	Washington Metropolitan HS
23	Ward 4	Female	Other
14	Ward 7	Male	Other
20	Ward 7	Male	Other
17	Ward 6	Male	Eastern HS
14	Ward 1	Female	Other
17	Ward 5	Female	Other
16	Ward 1	Male	Other
23	Ward 8	Female	Other
17	Ward 4	Male	Other
20	Ward 7	Female	Maya Angelou PCS
16	Ward 6	Male	Eastern HS
15	Ward 8	Male	Other
20	Ward 5	Female	Other
15	Ward 6	Male	Other
16	Ward 7	Female	Eastern HS
20	Ward 4	Male	Other
21	Ward 7	Male	Maya Angelou PCS
18	Ward 8	Male	Other
21	Ward 8	Female	Other

19	Ward 4	Male	Other
15	Ward 7	Male	Eastern HS
22	Ward 7	Male	Other
16	Ward 1	Male	Other
14	Ward 4	Male	Other
18	Ward 4	Female	Other
14	Ward 8	Male	Thurgood Marshall Academy
14	Ward 7	Male	Thurgood Marshall Academy
19	Ward 7	Female	Other
22	Ward 5	Female	Thurgood Marshall Academy
19	Ward 6	Male	Other
22	Ward 7	Female	Other
24	Ward 8	Male	Thurgood Marshall Academy
18	Ward 6	Male	Cesar Chavez - Capitol Hill
15	Ward 6	Male	Other
17	Ward 8	Female	Thurgood Marshall Academy
16	Ward 8	Female	Eastern HS
16	Ward 7	Female	Other
19	Ward 5	Female	Thurgood Marshall Academy
17	Ward 6	Female	Eastern HS
18	Ward 8	Male	Other
18	Ward 8	Male	Other
17	Ward 5	Female	Other
16	Ward 5	Male	Cesar Chavez - Capitol Hill
17	Ward 8	Female	Other
20	Ward 7	Female	Eastern HS
17	Ward 8	Female	Maya Angelou PCS
14	Ward 8	Female	Jefferson MS
18	Ward 8	Female	Other
15	Ward 1	Female	Paul PCS
20	Ward 8	Male	Other
15	Ward 1	Female	Paul PCS
20	Ward 7	Male	Other
16	Ward 1	Male	Other
19	Ward 1	Male	Other
16	Ward 5	Female	Paul PCS
22	Ward 8	Female	Thurgood Marshall Academy
19	Ward 3	Male	Other
19	Ward 4	Male	Other
14	Ward 8	Male	Other
24	Ward 4	Female	Roosevelt HS

19	Ward 8	Male	Other
14	Ward 8	Female	Paul PCS
21	Ward 8	Female	Other
15	Ward 8	Male	Eastern HS
23	Ward 7	Female	Other
16	Ward 8	Female	Maya Angelou PCS
16	Ward 4	Male	Other
20	Ward 8	Female	Washington Metropolitan HS
15	Ward 7	Male	Cesar Chavez - Capitol Hill
18	Ward 5	Male	Other
17	Ward 8	Male	Thurgood Marshall Academy
17	Ward 6	Female	Eastern HS
17	Ward 5	Female	Other
23	Ward 6	Male	Other
16	Ward 1	Female	Paul PCS
16	Ward 1	Male	Other
19	Ward 5	Male	Eastern HS
17	Ward 7	Male	Other
19	Ward 8	Female	Other
16	Ward 1	Male	Roosevelt HS
16	Ward 7	Female	Paul PCS
17	Ward 4	Male	Roosevelt HS
17	Ward 7	Female	Roosevelt HS
18	Ward 1	Female	Washington Metropolitan HS
14	Ward 5	Male	Other
15	Ward 1	Female	Other
17	Ward 7	Female	Other
22	Ward 8	Female	Other
20	Ward 7	Female	Maya Angelou PCS
20	Ward 7	Male	Other
17	Ward 5	Male	Other
16	Ward 8	Female	Eastern HS
21	Ward 7	Female	Other
17	Ward 8	Female	Other
20	Ward 4	Female	Roosevelt HS
15	Ward 7	Male	Cesar Chavez - Capitol Hill
16	Ward 8	Female	Other
14	Ward 8	Male	Other
22	Ward 8	Female	Thurgood Marshall Academy
19	Ward 8	Female	Other
21	Ward 5	Male	Maya Angelou PCS

16	Ward 6	Female	Thurgood Marshall Academy
17	Ward 4	Male	Other
18	Ward 7	Female	Other
14	Ward 8	Male	Maya Angelou PCS
18	Ward 4	Female	Roosevelt HS
15	Ward 6	Female	Eastern HS
16	Ward 7	Male	Thurgood Marshall Academy
14	Ward 7	Male	Other
16	N/A (Not Applicable)	Male	Other
19	Ward 8	Female	Other
15	Ward 7	Female	Cesar Chavez - Capitol Hill
15	N/A (Not Applicable)	Female	Other
17	Ward 6	Female	Eastern HS
14	Ward 7	Female	Other
15	Ward 4	Male	Other
16	Ward 3	Female	Other
21	Ward 8	Female	Cesar Chavez - Capitol Hill
19	Ward 7	Female	Other
16	Ward 3	Female	Other
16	Ward 8	Male	Other
22	Ward 7	Female	Roosevelt HS
20	Ward 7	Male	Cesar Chavez - Capitol Hill
20	Ward 5	Female	Other
17	Ward 7	Male	Maya Angelou PCS
16	Ward 8	Female	Thurgood Marshall Academy
15	Ward 8	Male	Eastern HS
15	Ward 8	Male	Other
16	Ward 5	Male	Roosevelt HS
15	Ward 5	Female	Thurgood Marshall Academy
17	Ward 8	Female	Other
15	Ward 8	Female	Roosevelt HS
16	Ward 5	Male	Other
17	Ward 8	Male	Other
14	Ward 7	Male	Other
14	Ward 8	Male	AIM Academy PCS
18	Ward 1	Female	Other
21	Ward 4	Female	Other
15	Ward 7	Female	Eastern HS
15	Ward 5	Female	Other
18	Ward 8	Female	Eastern HS
16	Ward 1	Female	Eastern HS

19	Ward 5	Female	Roosevelt HS
15	Ward 5	Male	Eastern HS
16	Ward 7	Female	Maya Angelou PCS
20	Ward 8	Female	Other
15	Ward 7	Female	Other
21	Ward 6	Female	Other
20	Ward 5	Female	Other
22	Ward 7	Female	Thurgood Marshall Academy
18	Ward 8	Female	Other
14	Ward 1	Male	Paul PCS
15	Ward 7	Male	Thurgood Marshall Academy
18	Ward 6	Female	Other
14	Ward 5	Male	Other
16	Ward 8	Male	Eastern HS
14	Ward 8	Female	Roosevelt HS
14	Ward 1	Male	Other
17	Ward 4	Female	Paul PCS
19	Ward 7	Male	Maya Angelou PCS
21	Ward 7	Male	Other
19	Ward 7	Female	Other
14	Ward 7	Female	Other
16	Ward 7	Female	Maya Angelou PCS
19	Ward 8	Female	Thurgood Marshall Academy
18	Ward 4	Male	Other
14	Ward 7	Male	Other
21	Ward 1	Male	Roosevelt HS
22	Ward 8	Female	Other
16	Ward 8	Male	Maya Angelou PCS
20	Ward 8	Female	Thurgood Marshall Academy
18	Ward 7	Male	Thurgood Marshall Academy
14	Ward 7	Female	Cesar Chavez - Capitol Hill
16	Ward 4	Female	Roosevelt HS
16	Ward 7	Male	Other
18	Ward 5	Male	Roosevelt HS
19	Ward 7	Male	Eastern HS
15	Ward 7	Male	Other
18	Ward 5	Female	Other
23	Ward 8	Female	Other
14	Ward 7	Female	Other
16	Ward 8	Male	Other
18	Ward 8	Female	Cesar Chavez - Capitol Hill

18	Ward 7	Male	Other
14	Ward 4	Female	Paul PCS
15	Ward 6	Male	Other
19	Ward 7	Female	Maya Angelou PCS
20	Ward 5	Female	Other
16	Ward 5	Female	Maya Angelou PCS
24	Ward 8	Male	Other
17	Ward 7	Female	Eastern HS
14	Ward 7	Male	Thurgood Marshall Academy
19	Ward 1	Male	Other
15	Ward 8	Male	Thurgood Marshall Academy
14	Ward 8	Female	Other
15	Ward 8	Male	Other
17	Ward 7	Female	Maya Angelou PCS
22	Ward 7	Female	Cesar Chavez - Capitol Hill
23	Ward 8	Female	Other
14	Ward 5	Male	Paul PCS
14	Ward 5	Female	Paul PCS
15	Ward 6	Female	Eastern HS
22	Ward 8	Female	Thurgood Marshall Academy
18	Ward 6	Female	Other
21	Ward 7	Male	Maya Angelou PCS
14	Ward 6	Female	Eastern HS
21	Ward 1	Female	Other
17	Ward 8	Female	Maya Angelou PCS
19	Ward 4	Male	Roosevelt HS
22	Ward 1	Female	Roosevelt HS
18	Ward 8	Female	Thurgood Marshall Academy
19	Ward 8	Female	Thurgood Marshall Academy
16	Ward 5	Female	Other
17	Ward 1	Male	Other
19	Ward 5	Female	Other
14	Ward 7	Female	Maya Angelou PCS
23	Ward 7	Female	Eastern HS
16	Ward 6	Male	Other
19	Ward 6	Female	Eastern HS
20	Ward 8	Female	Other
18	Ward 6	Male	Eastern HS
17	Ward 5	Female	Eastern HS
15	Ward 8	Female	Other
17	Ward 8	Female	Cesar Chavez - Capitol Hill

16	Ward 8	Male	Eastern HS
21	Ward 8	Female	Other
24	Ward 8	Female	Other
22	Ward 8	Male	Other
16	Ward 7	Female	Other
16	Ward 8	Male	Thurgood Marshall Academy
21	Ward 8	Male	Other
17	Ward 7	Male	Maya Angelou PCS
18	Ward 5	Male	Roosevelt HS
15	Ward 5	Male	Other
14	Ward 5	Male	Other
19	Ward 8	Female	Eastern HS
14	Ward 7	Female	Other
22	Ward 3	Male	Other
16	Ward 8	Male	Other
15	Ward 6	Female	Eastern HS
16	Ward 5	Female	Eastern HS
18	Ward 8	Male	Eastern HS
21	Ward 8	Female	Other
17	Ward 5	Female	Maya Angelou PCS
17	Ward 5	Female	Paul PCS
20	Ward 7	Female	Other
17	Ward 7	Female	Thurgood Marshall Academy
16	Ward 8	Female	Other
21	Ward 4	Male	Roosevelt HS
17	Ward 8	Female	Eastern HS
23	Ward 6	Male	AIM Academy PCS
17	Ward 7	Male	Other
17	Ward 5	Male	Other
15	Ward 7	Female	Other
15	Ward 8	Male	Other
16	Ward 4	Male	Roosevelt HS
15	Ward 7	Male	Other
14	Ward 4	Male	Other
15	Ward 7	Male	Other
15	Ward 8	Male	Cesar Chavez - Capitol Hill
15	Ward 6	Male	Eastern HS
20	Ward 7	Female	Other
20	Ward 6	Female	Other
16	Ward 7	Female	Thurgood Marshall Academy
17	Ward 7	Male	Maya Angelou PCS

18	Ward 7	Male	Eastern HS
18	Ward 7	Female	Other
14	Ward 7	Male	Hope Community PCS
22	Ward 8	Female	Thurgood Marshall Academy
14	Ward 7	Male	Other
15	Ward 5	Male	Eastern HS
16	Ward 5	Male	Phelps Architecture, Construction, and Engineering HS
14	Ward 7	Female	Phelps Architecture, Construction, and Engineering HS
22	Ward 8	Female	Luke C. Moore HS
18	Ward 5	Female	Friendship PCS - Collegiate Academy
19	Ward 7	Male	Friendship PCS - Collegiate Academy
16	Ward 5	Female	Friendship PCS - Collegiate Academy
17	Ward 7	Female	Friendship PCS - Collegiate Academy
14	Ward 8	Female	Kramer MS
14	Ward 8	Female	Friendship PCS - Collegiate Academy
18	Ward 7	Male	Friendship PCS - Collegiate Academy
16	Ward 7	Female	Phelps Architecture, Construction, and Engineering HS
17	Ward 7	Male	Friendship PCS - Collegiate Academy
23	Ward 8	Male	Friendship PCS - Collegiate Academy
21	Ward 7	Male	Friendship PCS - Collegiate Academy
16	Ward 7	Male	Friendship PCS - Collegiate Academy
17	Ward 7	Female	Phelps Architecture, Construction, and Engineering HS
16	Ward 8	Female	Friendship PCS - Collegiate Academy
21	Ward 7	Female	Luke C. Moore HS
19	Ward 8	Female	Luke C. Moore HS
17	Ward 7	Female	Friendship PCS - Collegiate Academy
16	N/A (Not Applicable)	Female	Friendship PCS - Collegiate Academy
19	Ward 5	Male	Luke C. Moore HS
21	Ward 5	Female	Phelps Architecture, Construction, and Engineering HS
20	N/A (Not Applicable)	Female	Luke C. Moore HS
19	Ward 8	Male	Luke C. Moore HS
16	Ward 7	Male	Friendship PCS - Collegiate Academy
18	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
21	Ward 6	Male	Friendship PCS - Collegiate Academy
14	Ward 7	Female	Friendship PCS - Collegiate Academy
18	Ward 5	Male	Friendship PCS - Collegiate Academy
14	Ward 8	Male	Kramer MS
24	Ward 8	Female	Luke C. Moore HS
17	Ward 8	Male	Phelps Architecture, Construction, and Engineering HS
14	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
17	Ward 7	Male	Friendship PCS - Collegiate Academy

17	Ward 7	Female	Luke C. Moore HS
14	Ward 1	Male	Raymond EC
18	Ward 6	Female	Friendship PCS - Collegiate Academy
19	Ward 7	Male	Friendship PCS - Collegiate Academy
22	Ward 8	Female	Friendship PCS - Collegiate Academy
15	Ward 8	Female	Phelps Architecture, Construction, and Engineering HS
17	Ward 8	Male	Friendship PCS - Collegiate Academy
15	Ward 7	Female	Friendship PCS - Collegiate Academy
16	Ward 7	Male	Friendship PCS - Collegiate Academy
15	Ward 7	Female	Friendship PCS - Collegiate Academy
17	Ward 6	Male	Friendship PCS - Collegiate Academy
16	N/A (Not Applicable)	Female	Friendship PCS - Collegiate Academy
18	Ward 7	Female	Friendship PCS - Collegiate Academy
18	Ward 7	Male	Friendship PCS - Collegiate Academy
16	Ward 8	Female	Phelps Architecture, Construction, and Engineering HS
19	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
19	Ward 5	Female	Friendship PCS - Collegiate Academy
21	Ward 4	Female	Friendship PCS - Collegiate Academy
14	Ward 8	Female	KIPP DC PCS
14	Ward 7	Male	Friendship PCS - Collegiate Academy
18	Ward 5	Male	Phelps Architecture, Construction, and Engineering HS
15	Ward 8	Male	Phelps Architecture, Construction, and Engineering HS
16	Ward 8	Male	Phelps Architecture, Construction, and Engineering HS
22	Ward 1	Female	Luke C. Moore HS
22	Ward 4	Male	Friendship PCS - Collegiate Academy
20	Ward 7	Female	Luke C. Moore HS
14	Ward 7	Female	Friendship PCS - Collegiate Academy
19	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
17	Ward 8	Female	KIPP DC PCS
16	Ward 8	Male	Phelps Architecture, Construction, and Engineering HS
17	Ward 7	Male	Friendship PCS - Collegiate Academy
24	Ward 5	Female	Friendship PCS - Collegiate Academy
19	Ward 5	Female	Luke C. Moore HS
18	Ward 7	Female	Friendship PCS - Collegiate Academy
15	Ward 7	Female	Friendship PCS - Collegiate Academy
16	Ward 4	Male	Phelps Architecture, Construction, and Engineering HS
23	Ward 7	Male	Friendship PCS - Collegiate Academy
18	Ward 5	Female	Phelps Architecture, Construction, and Engineering HS
14	Ward 7	Female	KIPP DC PCS
17	Ward 7	Female	Friendship PCS - Collegiate Academy
22	Ward 4	Female	Luke C. Moore HS

16	Ward 7	Male	Friendship PCS - Collegiate Academy
19	Ward 7	Female	Friendship PCS - Collegiate Academy
17	Ward 8	Male	Friendship PCS - Collegiate Academy
19	Ward 7	Female	Luke C. Moore HS
16	Ward 7	Male	Friendship PCS - Collegiate Academy
19	Ward 8	Male	Friendship PCS - Collegiate Academy
18	Ward 7	Female	Phelps Architecture, Construction, and Engineering HS
14	Ward 8	Male	Friendship PCS - Collegiate Academy
14	Ward 7	Male	Kramer MS
21	Ward 5	Male	Luke C. Moore HS
16	Ward 5	Male	Friendship PCS - Collegiate Academy
15	Ward 8	Male	Kramer MS
14	Ward 8	Female	Two Rivers PCS
16	Ward 6	Male	Friendship PCS - Collegiate Academy
18	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
17	Ward 5	Male	Friendship PCS - Collegiate Academy
21	Ward 7	Female	Friendship PCS - Collegiate Academy
18	Ward 7	Female	Luke C. Moore HS
15	Ward 4	Male	Phelps Architecture, Construction, and Engineering HS
18	Ward 6	Female	Phelps Architecture, Construction, and Engineering HS
16	Ward 7	Female	Friendship PCS - Collegiate Academy
19	Ward 8	Female	Friendship PCS - Collegiate Academy
22	Ward 8	Male	Friendship PCS - Collegiate Academy
22	Ward 7	Female	Friendship PCS - Collegiate Academy
17	Ward 7	Female	Phelps Architecture, Construction, and Engineering HS
14	Ward 7	Male	Two Rivers PCS
19	Ward 7	Female	Luke C. Moore HS
18	Ward 8	Female	Friendship PCS - Collegiate Academy
20	Ward 5	Female	Friendship PCS - Collegiate Academy
21	Ward 8	Female	Ballou HS
17	Ward 7	Female	Cesar Chavez - Parkside Upper
17	Ward 8	Female	Ballou HS
16	Ward 8	Female	Ballou HS
17	Ward 7	Female	H.D. Woodson SHS
16	Ward 8	Male	Ballou HS
16	Ward 4	Female	Dunbar HS
17	Ward 8	Female	Ballou HS
19	Ward 7	Male	Cesar Chavez - Parkside Upper
14	Ward 8	Male	Cesar Chavez - Parkside Upper
15	Ward 5	Female	Dunbar HS
14	Ward 7	Male	Cesar Chavez - Parkside Upper

14	Ward 8	Female	Ballou HS
22	Ward 7	Female	H.D. Woodson SHS
16	Ward 7	Male	Dunbar HS
21	Ward 8	Female	Ballou HS
18	Ward 1	Female	Dunbar HS
15	Ward 8	Female	Ballou HS
15	Ward 7	Male	Kipp DC - College Preparatory
18	Ward 5	Male	Dunbar HS
23	Ward 7	Female	Ballou HS
20	Ward 7	Female	H.D. Woodson SHS
14	Ward 5	Female	Technology Preparatory Academy
15	Ward 8	Male	Ballou HS
16	Ward 8	Female	Technology Preparatory Academy
17	Ward 8	Female	Kipp DC - College Preparatory
14	Ward 1	Male	Capital City PCS - Upper School
17	Ward 7	Female	H.D. Woodson SHS
19	Ward 7	Female	Cesar Chavez - Parkside Upper
23	Ward 7	Female	H.D. Woodson SHS
21	Ward 5	Female	Dunbar HS
18	Ward 7	Female	Technology Preparatory Academy
17	Ward 7	Female	H.D. Woodson SHS
18	Ward 8	Male	H.D. Woodson SHS
22	Ward 5	Female	Dunbar HS
18	Ward 5	Male	Options PCS
16	Ward 8	Male	Kipp DC - College Preparatory
18	Ward 8	Female	Ballou HS
21	Ward 8	Male	Dunbar HS
17	Ward 7	Female	H.D. Woodson SHS
19	Ward 8	Female	Options PCS
16	Ward 5	Female	Dunbar HS
21	Ward 8	Female	Ballou HS
21	Ward 7	Male	H.D. Woodson SHS
19	Ward 8	Male	Dunbar HS
15	Ward 7	Male	H.D. Woodson SHS
20	Ward 5	Male	Cesar Chavez - Parkside Upper
20	Ward 8	Male	Options PCS
19	Ward 8	Female	H.D. Woodson SHS
17	Ward 7	Male	Dunbar HS
20	Ward 5	Female	Options PCS
16	Ward 7	Female	Cesar Chavez - Parkside Upper
19	Ward 6	Female	H.D. Woodson SHS

14	Ward 7	Male	Technology Preparatory Academy
17	Ward 7	Male	Cesar Chavez - Parkside Upper
19	N/A (Not Applicable)	Female	Cesar Chavez - Parkside Upper
16	Ward 5	Female	Kipp DC - College Preparatory
18	N/A (Not Applicable)	Male	H.D. Woodson SHS
16	Ward 8	Female	Ballou HS
19	Ward 8	Female	Dunbar HS
19	Ward 8	Male	Options PCS
17	Ward 7	Female	H.D. Woodson SHS
17	Ward 5	Female	Washington Latin PCS
15	Ward 4	Male	Capital City PCS - Upper School
17	Ward 8	Male	Ballou HS
24	Ward 5	Male	Dunbar HS
16	Ward 8	Male	Capital City PCS - Upper School
18	Ward 8	Male	Capital City PCS - Upper School
14	Ward 6	Female	Kipp DC - College Preparatory
14	Ward 7	Male	Cesar Chavez - Parkside Upper
21	Ward 7	Male	H.D. Woodson SHS
17	Ward 8	Male	Ballou HS
21	Ward 8	Female	Ballou HS
18	Ward 7	Female	H.D. Woodson SHS
20	Ward 8	Male	Ballou HS
18	Ward 5	Female	Ballou HS
15	Ward 7	Male	Kipp DC - College Preparatory
15	Ward 7	Female	H.D. Woodson SHS
19	Ward 8	Male	Dunbar HS
15	Ward 8	Male	Ballou HS
15	Ward 4	Male	Capital City PCS - Upper School
15	Ward 4	Female	Capital City PCS - Upper School
16	Ward 7	Male	H.D. Woodson SHS
14	Ward 4	Female	Capital City PCS - Upper School
17	Ward 8	Male	Options PCS
16	Ward 8	Female	H.D. Woodson SHS
17	Ward 4	Male	Dunbar HS
19	Ward 8	Male	Ballou HS
16	Ward 5	Female	Dunbar HS
15	Ward 8	Male	H.D. Woodson SHS
14	Ward 8	Female	Ballou HS
19	Ward 8	Male	Ballou HS
16	Ward 8	Male	Ballou HS
15	Ward 4	Male	Capital City PCS - Upper School

15	Ward 1	Female	Kipp DC - College Preparatory
14	Ward 8	Female	H.D. Woodson SHS
15	Ward 7	Female	H.D. Woodson SHS
17	Ward 7	Female	Dunbar HS
18	Ward 7	Male	Kipp DC - College Preparatory
18	Ward 8	Male	Ballou HS
20	Ward 8	Male	Ballou HS
16	Ward 8	Male	Ballou HS
17	Ward 7	Male	H.D. Woodson SHS
21	Ward 7	Male	H.D. Woodson SHS
20	Ward 7	Female	Options PCS
21	Ward 7	Female	H.D. Woodson SHS
16	Ward 8	Male	Kipp DC - College Preparatory
18	Ward 7	Female	Dunbar HS
21	Ward 1	Male	Options PCS
19	Ward 8	Male	Ballou HS
16	Ward 5	Male	Dunbar HS
17	Ward 7	Female	Cesar Chavez - Parkside Upper
20	Ward 7	Female	H.D. Woodson SHS
18	Ward 8	Male	H.D. Woodson SHS
19	Ward 7	Female	H.D. Woodson SHS
16	Ward 5	Female	Dunbar HS
15	Ward 8	Male	Dunbar HS
22	Ward 7	Male	H.D. Woodson SHS
20	Ward 7	Male	H.D. Woodson SHS
15	Ward 8	Male	Kipp DC - College Preparatory
18	Ward 7	Female	H.D. Woodson SHS
18	Ward 7	Female	H.D. Woodson SHS
14	Ward 7	Male	Cesar Chavez - Parkside Upper
23	Ward 7	Male	Options PCS
15	Ward 1	Male	Kipp DC - College Preparatory
15	Ward 5	Male	Dunbar HS
17	Ward 7	Male	H.D. Woodson SHS
20	Ward 8	Female	H.D. Woodson SHS
14	Ward 8	Female	Options PCS
18	Ward 8	Female	Ballou HS
18	Ward 8	Male	Dunbar HS
16	Ward 8	Female	Ballou HS
15	Ward 8	Male	Cesar Chavez - Parkside Upper
17	Ward 7	Female	Ballou HS
15	Ward 4	Male	Capital City PCS - Upper School

16	Ward 7	Female	H.D. Woodson SHS
16	Ward 8	Male	H.D. Woodson SHS
18	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
17	Ward 8	Male	Phelps Architecture, Construction, and Engineering HS
14	Ward 7	Female	KIPP DC PCS
18	Ward 8	Female	Luke C. Moore HS
21	Ward 7	Female	Friendship PCS - Collegiate Academy
15	Ward 8	Female	Friendship PCS - Collegiate Academy
15	Ward 5	Male	Two Rivers PCS
22	Ward 6	Male	Friendship PCS - Collegiate Academy
16	Ward 6	Male	Friendship PCS - Collegiate Academy
14	Ward 8	Female	Kramer MS
24	Ward 7	Male	Friendship PCS - Collegiate Academy
21	Ward 5	Female	Luke C. Moore HS
20	Ward 7	Male	Friendship PCS - Collegiate Academy
14	Ward 8	Male	Kramer MS
19	Ward 8	Female	Friendship PCS - Collegiate Academy
15	Ward 8	Female	KIPP DC PCS
14	Ward 1	Male	Raymond EC
21	Ward 8	Male	Phelps Architecture, Construction, and Engineering HS
17	Ward 7	Female	Friendship PCS - Collegiate Academy
19	Ward 8	Female	Luke C. Moore HS
16	Ward 1	Male	Phelps Architecture, Construction, and Engineering HS
19	Ward 7	Female	Luke C. Moore HS
15	Ward 8	Male	Phelps Architecture, Construction, and Engineering HS
16	Ward 7	Female	Friendship PCS - Collegiate Academy
19	N/A (Not Applicable)	Male	Friendship PCS - Collegiate Academy
16	Ward 5	Male	Phelps Architecture, Construction, and Engineering HS
16	Ward 5	Male	Phelps Architecture, Construction, and Engineering HS
15	Ward 7	Female	Friendship PCS - Collegiate Academy
17	Ward 7	Female	Friendship PCS - Collegiate Academy
16	Ward 5	Male	Friendship PCS - Collegiate Academy
15	Ward 7	Female	Phelps Architecture, Construction, and Engineering HS
23	Ward 8	Female	Luke C. Moore HS
21	Ward 8	Female	Phelps Architecture, Construction, and Engineering HS
17	Ward 7	Male	Friendship PCS - Collegiate Academy
17	Ward 5	Female	Friendship PCS - Collegiate Academy
15	Ward 5	Male	Phelps Architecture, Construction, and Engineering HS
23	Ward 6	Male	Friendship PCS - Collegiate Academy
16	Ward 5	Female	Friendship PCS - Collegiate Academy
18	Ward 7	Female	Luke C. Moore HS

18	Ward 5	Female	Friendship PCS - Collegiate Academy
22	Ward 7	Female	Friendship PCS - Collegiate Academy
21	Ward 8	Female	Friendship PCS - Collegiate Academy
14	Ward 6	Male	Two Rivers PCS
14	Ward 8	Female	KIPP DC PCS
19	Ward 8	Female	Luke C. Moore HS
16	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
19	N/A (Not Applicable)	Female	Luke C. Moore HS
17	Ward 6	Female	Friendship PCS - Collegiate Academy
16	Ward 8	Female	Friendship PCS - Collegiate Academy
15	Ward 7	Female	Center City PCS - Trinidad Campus
17	Ward 7	Female	Phelps Architecture, Construction, and Engineering HS
15	Ward 8	Female	KIPP DC PCS
16	Ward 5	Female	Phelps Architecture, Construction, and Engineering HS
18	Ward 5	Female	Phelps Architecture, Construction, and Engineering HS
17	Ward 8	Female	KIPP DC PCS
14	Ward 7	Male	KIPP DC PCS
21	Ward 7	Female	Friendship PCS - Collegiate Academy
15	Ward 8	Male	Kramer MS
14	Ward 7	Male	KIPP DC PCS
23	Ward 7	Female	Friendship PCS - Collegiate Academy
16	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
19	Ward 7	Female	Friendship PCS - Collegiate Academy
17	Ward 7	Female	Friendship PCS - Collegiate Academy
19	Ward 4	Male	Friendship PCS - Collegiate Academy
18	Ward 7	Female	Friendship PCS - Collegiate Academy
18	Ward 8	Female	KIPP DC PCS
24	Ward 8	Male	Friendship PCS - Collegiate Academy
23	Ward 8	Male	Youth Services Center
24	Ward 8	Female	Friendship PCS - Collegiate Academy
16	Ward 6	Male	Friendship PCS - Collegiate Academy
19	Ward 8	Male	Luke C. Moore HS
14	Ward 8	Female	Friendship PCS - Collegiate Academy
16	Ward 7	Male	Friendship PCS - Collegiate Academy
21	Ward 7	Male	Friendship PCS - Collegiate Academy
14	Ward 7	Female	Center City PCS - Trinidad Campus
14	Ward 7	Female	Friendship PCS - Collegiate Academy
17	Ward 7	Male	Friendship PCS - Collegiate Academy
22	Ward 7	Female	Phelps Architecture, Construction, and Engineering HS
16	Ward 6	Male	Phelps Architecture, Construction, and Engineering HS
20	Ward 7	Male	Friendship PCS - Collegiate Academy

21	Ward 5	Male	Youth Services Center
18	Ward 5	Female	Luke C. Moore HS
20	Ward 8	Female	Friendship PCS - Collegiate Academy
18	Ward 7	Male	Friendship PCS - Collegiate Academy
23	Ward 7	Female	Friendship PCS - Collegiate Academy
18	Ward 7	Female	Friendship PCS - Collegiate Academy
14	Ward 7	Female	Phelps Architecture, Construction, and Engineering HS
14	Ward 4	Female	Phelps Architecture, Construction, and Engineering HS
15	Ward 6	Male	Friendship PCS - Collegiate Academy
19	Ward 5	Female	Luke C. Moore HS
16	Ward 5	Male	Phelps Architecture, Construction, and Engineering HS
18	Ward 8	Male	Friendship PCS - Collegiate Academy
14	Ward 7	Female	Friendship PCS - Collegiate Academy
20	Ward 7	Female	Youth Services Center
14	Ward 8	Female	Kramer MS
15	Ward 8	Male	Friendship PCS - Collegiate Academy
17	Ward 8	Male	Friendship PCS - Collegiate Academy
16	Ward 4	Male	Friendship PCS - Collegiate Academy
16	Ward 8	Male	Phelps Architecture, Construction, and Engineering HS
23	Ward 5	Male	Luke C. Moore HS
17	Ward 7	Male	Friendship PCS - Collegiate Academy
14	Ward 6	Female	Friendship PCS - Collegiate Academy
16	Ward 1	Male	Friendship PCS - Collegiate Academy
17	Ward 7	Male	Phelps Architecture, Construction, and Engineering HS
16	Ward 8	Male	Friendship PCS - Collegiate Academy
18	Ward 7	Male	Friendship PCS - Collegiate Academy
23	Ward 5	Female	Luke C. Moore HS
15	Ward 7	Male	Roosevelt HS
15	Ward 4	Female	Other
15	Ward 3	Female	Other
19	Ward 8	Male	Other
17	Ward 4	Male	Paul PCS
17	Ward 5	Male	Maya Angelou PCS
18	Ward 1	Male	Other
17	Ward 8	Female	Washington Metropolitan HS
18	Ward 7	Female	Maya Angelou PCS
24	Ward 7	Female	Other
18	Ward 7	Male	Other
16	Ward 7	Male	Maya Angelou PCS
19	Ward 7	Male	Other
15	Ward 4	Male	Other

24	Ward 1	Male	Other
20	Ward 8	Male	Roosevelt HS
21	Ward 7	Male	Cesar Chavez - Capitol Hill
16	Ward 7	Female	Other
16	Ward 8	Female	Other
22	Ward 8	Male	Other
16	Ward 7	Male	Eastern HS
22	Ward 7	Female	Other
16	N/A (Not Applicable)	Female	Eastern HS
16	Ward 7	Female	Maya Angelou PCS
19	Ward 7	Female	Other
16	Ward 5	Male	Paul PCS
18	Ward 4	Male	Other
20	Ward 7	Male	Eastern HS
17	Ward 7	Male	Other
21	Ward 8	Male	Other
17	Ward 1	Male	Other
15	Ward 5	Female	Eastern HS
15	Ward 5	Female	Paul PCS
17	Ward 7	Female	Other
16	Ward 7	Female	Paul PCS
17	Ward 5	Male	Paul PCS
20	Ward 6	Female	Other
17	Ward 5	Male	Other
14	Ward 1	Male	Roosevelt HS
18	Ward 8	Female	Paul PCS
22	Ward 5	Female	Other
19	Ward 5	Male	Other
22	Ward 5	Female	Other
16	N/A (Not Applicable)	Male	Other
14	Ward 5	Male	Other
16	Ward 5	Female	Cesar Chavez - Capitol Hill
18	Ward 5	Female	Other
16	Ward 7	Male	Eastern HS
22	Ward 4	Female	Roosevelt HS
17	Ward 4	Male	Paul PCS
15	Ward 8	Male	Eastern HS
16	Ward 4	Male	Roosevelt HS
16	Ward 8	Male	Other
16	Ward 6	Male	Eastern HS
15	Ward 6	Female	Eastern HS

18	Ward 6	Male	Other
21	Ward 4	Female	Roosevelt HS
22	Ward 8	Male	Other
15	Ward 8	Female	Other
23	Ward 5	Female	Other
16	Ward 7	Male	Eastern HS
23	Ward 8	Female	Other
20	Ward 8	Male	Thurgood Marshall Academy
16	Ward 6	Female	Eastern HS
20	Ward 7	Female	Other
22	Ward 7	Female	Washington Metropolitan HS
15	Ward 8	Male	Washington Metropolitan HS
22	Ward 4	Female	Other
24	Ward 7	Female	Eastern HS
22	Ward 7	Male	Other
15	Ward 6	Male	Eastern HS
15	Ward 6	Male	Eastern HS
17	Ward 7	Female	Maya Angelou PCS
20	Ward 4	Female	Thurgood Marshall Academy
24	Ward 8	Male	Roosevelt HS
19	Ward 5	Male	Other
21	Ward 7	Female	Maya Angelou PCS
18	Ward 8	Female	Other
15	Ward 7	Female	Eastern HS
16	N/A (Not Applicable)	Male	Other
17	Ward 4	Female	Paul PCS
19	Ward 7	Male	Eastern HS
18	Ward 7	Male	Eastern HS
23	Ward 4	Female	Other
16	Ward 4	Male	Paul PCS
17	Ward 5	Female	Other
17	Ward 7	Male	Maya Angelou PCS
21	Ward 8	Female	Other
20	Ward 8	Male	Thurgood Marshall Academy
17	Ward 8	Male	Other
19	Ward 6	Female	Eastern HS
16	Ward 7	Female	Cesar Chavez - Capitol Hill
19	Ward 4	Male	Other
22	Ward 7	Female	Eastern HS
17	Ward 8	Female	Other
17	Ward 8	Female	Thurgood Marshall Academy

23	Ward 7	Female	Other
18	Ward 5	Female	Roosevelt HS
14	Ward 4	Male	Paul PCS
16	Ward 6	Female	Other
20	Ward 2	Male	Other
24	Ward 8	Male	Other
15	Ward 8	Female	Other
17	Ward 5	Male	Other
15	Ward 8	Female	Eastern HS
19	Ward 1	Female	Washington Metropolitan HS
18	Ward 8	Female	Other
15	Ward 5	Male	Cesar Chavez - Capitol Hill
21	Ward 8	Female	Washington Metropolitan HS
14	Ward 8	Female	Other
18	Ward 8	Male	Eastern HS
15	Ward 8	Female	Thurgood Marshall Academy
19	Ward 5	Female	Other
16	Ward 1	Male	Other
14	Ward 6	Female	Jefferson MS
15	Ward 8	Female	Other
17	Ward 4	Female	Thurgood Marshall Academy
15	Ward 1	Female	Roosevelt HS
17	Ward 5	Male	Other
18	Ward 1	Male	Jefferson MS
14	Ward 8	Male	Other
17	Ward 5	Female	Roosevelt HS
19	Ward 7	Female	Other
18	Ward 7	Male	Thurgood Marshall Academy
14	Ward 8	Female	Other
19	Ward 1	Male	Other
20	Ward 8	Male	Other
17	Ward 7	Female	Thurgood Marshall Academy
21	Ward 6	Male	Other
14	Ward 7	Male	Other
20	Ward 8	Female	Other
18	Ward 8	Male	Other
20	Ward 8	Female	Other
21	Ward 5	Female	Other
17	Ward 8	Male	Eastern HS
24	Ward 7	Male	Other
16	Ward 7	Female	Other

18	Ward 6	Male	Eastern HS
22	Ward 7	Female	Washington Metropolitan HS
15	Ward 5	Female	Eastern HS
16	Ward 7	Male	Eastern HS
19	Ward 6	Female	Eastern HS
15	Ward 6	Male	Eastern HS
14	Ward 4	Male	Other
15	Ward 8	Female	Thurgood Marshall Academy
15	Ward 7	Female	Other
15	Ward 5	Female	Eastern HS
15	Ward 8	Male	Eastern HS
14	Ward 8	Male	Other
15	Ward 5	Male	Other
14	Ward 7	Female	Other
20	Ward 4	Male	Roosevelt HS
19	Ward 8	Female	Other
17	Ward 7	Male	Thurgood Marshall Academy
21	Ward 4	Male	Other
16	Ward 8	Female	Technology Preparatory Academy
18	Ward 7	Female	H.D. Woodson SHS
15	Ward 8	Male	H.D. Woodson SHS
16	N/A (Not Applicable)	Male	H.D. Woodson SHS
19	Ward 7	Female	H.D. Woodson SHS
17	Ward 8	Female	Ballou HS
16	Ward 7	Female	H.D. Woodson SHS
18	Ward 8	Female	Ballou HS
16	Ward 7	Female	H.D. Woodson SHS
16	Ward 4	Female	H.D. Woodson SHS
15	Ward 5	Female	Dunbar HS
16	Ward 6	Female	Dunbar HS
16	Ward 8	Female	Ballou HS
14	Ward 7	Female	Kipp DC - College Preparatory
20	Ward 8	Female	Ballou HS
16	Ward 8	Female	Dunbar HS
17	Ward 1	Male	Ballou HS
18	Ward 7	Female	Technology Preparatory Academy
20	Ward 8	Male	H.D. Woodson SHS
19	Ward 8	Female	Ballou HS
16	Ward 8	Male	Ballou HS
15	Ward 5	Male	Kipp DC - College Preparatory
15	Ward 7	Female	Kipp DC - College Preparatory

21	Ward 6	Female	Dunbar HS
19	Ward 7	Male	H.D. Woodson SHS
16	Ward 6	Female	Washington Latin PCS
15	Ward 1	Female	Washington Latin PCS
22	Ward 8	Female	Ballou HS
19	Ward 7	Female	Kipp DC - College Preparatory
15	Ward 7	Male	H.D. Woodson SHS
18	Ward 7	Male	H.D. Woodson SHS
22	Ward 5	Male	Dunbar HS
16	Ward 8	Male	Ballou HS
17	Ward 8	Male	Ballou HS
16	Ward 6	Male	Kipp DC - College Preparatory
20	Ward 7	Male	H.D. Woodson SHS
21	N/A (Not Applicable)	Female	Ballou HS
18	Ward 8	Male	Ballou HS
15	Ward 1	Male	Kipp DC - College Preparatory
14	Ward 7	Female	Cesar Chavez - Parkside Upper
22	Ward 8	Female	Dunbar HS
16	Ward 8	Female	Kipp DC - College Preparatory
17	Ward 7	Female	Ballou HS
23	Ward 7	Male	Ballou HS
16	Ward 8	Male	H.D. Woodson SHS
16	Ward 5	Male	Dunbar HS
19	Ward 8	Female	Kipp DC - College Preparatory
14	Ward 5	Female	Hardy MS
18	Ward 6	Female	Dunbar HS
16	Ward 8	Female	Washington Latin PCS
19	Ward 8	Male	Ballou HS
20	N/A (Not Applicable)	Female	H.D. Woodson SHS
17	Ward 8	Male	Ballou HS
17	Ward 8	Male	Ballou HS
16	Ward 6	Female	Dunbar HS
23	Ward 8	Female	Ballou HS
17	Ward 7	Female	Cesar Chavez - Parkside Upper
17	Ward 7	Female	Cesar Chavez - Parkside Upper
17	Ward 7	Female	H.D. Woodson SHS
17	Ward 8	Female	Kipp DC - College Preparatory
18	Ward 8	Male	Dunbar HS
17	Ward 7	Female	H.D. Woodson SHS
17	Ward 5	Male	H.D. Woodson SHS
18	Ward 8	Male	Ballou HS

17	Ward 8	Male	H.D. Woodson SHS
24	Ward 6	Female	Ballou HS
17	Ward 5	Male	Dunbar HS
16	Ward 6	Female	Ballou HS
20	Ward 8	Male	H.D. Woodson SHS
17	Ward 5	Female	Dunbar HS
15	Ward 6	Female	Dunbar HS
15	Ward 1	Female	Dunbar HS
21	Ward 7	Female	H.D. Woodson SHS
14	Ward 6	Female	Dunbar HS
15	Ward 8	Male	Capital City PCS - Upper School
15	Ward 7	Female	H.D. Woodson SHS
17	Ward 4	Female	Dunbar HS
16	N/A (Not Applicable)	Female	H.D. Woodson SHS
14	Ward 8	Female	Technology Preparatory Academy
17	Ward 1	Female	Kipp DC - College Preparatory
15	Ward 8	Female	Ballou HS
16	Ward 8	Female	Ballou HS
16	Ward 4	Male	Washington Latin PCS
16	Ward 4	Male	Washington Latin PCS
21	Ward 8	Female	Ballou HS
17	Ward 7	Male	Dunbar HS
16	Ward 8	Male	Capital City PCS - Upper School
14	Ward 8	Male	Ballou HS
14	Ward 6	Female	Washington Latin PCS
20	N/A (Not Applicable)	Male	Washington Latin PCS
16	Ward 7	Male	Ballou HS
22	Ward 8	Female	Ballou HS
18	Ward 7	Female	H.D. Woodson SHS
15	Ward 7	Male	Dunbar HS
20	Ward 8	Female	Ballou HS
17	Ward 8	Male	Ballou HS
17	Ward 8	Male	Ballou HS
18	Ward 5	Male	H.D. Woodson SHS
15	Ward 8	Male	Technology Preparatory Academy
17	Ward 6	Female	Dunbar HS
17	Ward 8	Female	Ballou HS
14	Ward 7	Female	Cesar Chavez - Parkside Upper
19	Ward 8	Female	Ballou HS
16	Ward 7	Female	H.D. Woodson SHS
15	Ward 6	Female	Dunbar HS

15	Ward 1	Female	Capital City PCS - Upper School
20	Ward 8	Male	Cesar Chavez - Parkside Upper
17	Ward 5	Male	Dunbar HS
16	Ward 7	Female	Kipp DC - College Preparatory
20	Ward 8	Male	Dunbar HS
19	Ward 8	Female	Ballou HS
18	Ward 8	Female	Kipp DC - College Preparatory
17	Ward 7	Female	Ballou HS
16	Ward 8	Male	Ballou HS
18	Ward 6	Male	Dunbar HS
15	Ward 8	Female	Ballou HS
16	Ward 8	Female	Ballou HS
15	Ward 7	Male	Kipp DC - College Preparatory
15	Ward 7	Male	Cesar Chavez - Parkside Upper
17	Ward 7	Female	H.D. Woodson SHS
17	Ward 8	Male	Ballou HS
18	Ward 8	Female	Capital City PCS - Upper School
19	Ward 7	Female	H.D. Woodson SHS
18	Ward 8	Male	Ballou HS
20	Ward 7	Male	Ballou HS
19	Ward 8	Male	Ballou HS
18	Ward 5	Male	H.D. Woodson SHS
22	Ward 8	Female	Kipp DC - College Preparatory
15	Ward 8	Male	Stuart-Hobson MS
18	Ward 4	Female	Dunbar HS
21	Ward 8	Female	Dunbar HS
16	Ward 8	Female	Ballou HS
20	Ward 8	Male	H.D. Woodson SHS
17	Ward 8	Female	Cesar Chavez - Parkside Upper
16	Ward 8	Male	Dunbar HS
17	Ward 7	Male	Ballou HS
16	Ward 8	Female	Kipp DC - College Preparatory
15	Ward 1	Female	Capital City PCS - Upper School
14	Ward 8	Male	Friendship PCS
14	Ward 8	Male	Center City PCS - Shaw Campus
17	Ward 8	Female	Richard Wright PCS
22	Ward 8	Male	Friendship PCS
18	Ward 7	Male	Richard Wright PCS
15	Ward 8	Female	Friendship PCS
15	Ward 8	Female	Richard Wright PCS
19	Ward 7	Male	Richard Wright PCS

14	Ward 8	Male	Friendship PCS
14	Ward 7	Female	Friendship PCS - Blow-Pierce
14	Ward 8	Female	Friendship PCS
19	Ward 8	Male	Richard Wright PCS
15	Ward 6	Male	Elion -Hine MS
14	Ward 5	Female	Elion -Hine MS
15	Ward 7	Male	Richard Wright PCS
14	Ward 7	Female	Friendship PCS
14	Ward 6	Male	Elion -Hine MS
14	Ward 8	Female	Elion -Hine MS
16	Ward 8	Male	Summerset Preparatory Academy
16	Ward 8	Female	Summerset Preparatory Academy
14	Ward 6	Male	Friendship PCS
16	Ward 8	Male	Friendship PCS
14	Ward 6	Male	Elion -Hine MS
14	Ward 8	Male	Friendship PCS
19	Ward 5	Female	Richard Wright PCS
14	Ward 8	Female	Richard Wright PCS
16	Ward 8	Female	Richard Wright PCS
18	Ward 7	Male	Richard Wright PCS
17	Ward 8	Female	Friendship PCS
16	Ward 5	Female	Richard Wright PCS
18	Ward 7	Female	Richard Wright PCS
18	Ward 8	Female	Friendship PCS
14	Ward 6	Female	Friendship PCS
16	Ward 6	Female	Richard Wright PCS
16	Ward 8	Female	Summerset Preparatory Academy
23	Ward 8	Female	Friendship PCS
14	Ward 7	Female	Summerset Preparatory Academy
17	Ward 7	Female	Richard Wright PCS
18	Ward 8	Female	Friendship PCS
15	Ward 4	Female	Richard Wright PCS
16	Ward 8	Female	Richard Wright PCS
17	Ward 8	Female	Friendship PCS
15	Ward 8	Female	Summerset Preparatory Academy
17	Ward 7	Male	Friendship PCS
18	Ward 7	Female	Richard Wright PCS
14	Ward 8	Female	Friendship PCS
16	Ward 8	Female	Friendship PCS
17	Ward 8	Male	Friendship PCS
14	Ward 6	Male	Richard Wright PCS

15	Ward 6	Male	Richard Wright PCS
15	Ward 4	Female	Truesdell EC
14	Ward 8	Male	Friendship PCS
14	Ward 4	Female	Friendship PCS
16	Ward 7	Female	Friendship PCS
18	Ward 8	Female	Friendship PCS
14	Ward 6	Female	Elion -Hine MS
19	Ward 7	Female	Richard Wright PCS
16	Ward 5	Female	Richard Wright PCS
15	Ward 8	Female	Summerset Preparatory Academy
14	Ward 8	Female	Summerset Preparatory Academy
14	Ward 6	Male	Center City PCS - Shaw Campus
16	Ward 5	Female	Richard Wright PCS
14	Ward 8	Female	Friendship PCS
14	Ward 8	Male	Friendship PCS
15	Ward 7	Female	Richard Wright PCS
14	Ward 8	Female	Richard Wright PCS
17	Ward 8	Female	Richard Wright PCS
14	Ward 6	Female	Friendship PCS
15	Ward 8	Male	Summerset Preparatory Academy
14	Ward 7	Male	Richard Wright PCS
17	Ward 8	Male	Friendship PCS
14	Ward 8	Female	Summerset Preparatory Academy
15	Ward 8	Female	Richard Wright PCS
16	Ward 5	Female	Richard Wright PCS
15	Ward 8	Female	Summerset Preparatory Academy
14	Ward 6	Male	Friendship PCS
17	Ward 8	Male	Friendship PCS
16	Ward 5	Female	Richard Wright PCS
16	Ward 8	Male	Summerset Preparatory Academy
15	Ward 8	Male	Center City PCS - Congress Heights Campus
16	Ward 8	Female	Friendship PCS
15	Ward 8	Female	Richard Wright PCS
14	Ward 8	Female	Summerset Preparatory Academy
15	Ward 8	Male	Summerset Preparatory Academy
17	Ward 8	Male	Friendship PCS
14	Ward 8	Female	Summerset Preparatory Academy
16	Ward 8	Male	Friendship PCS
14	Ward 8	Male	Center City PCS - Congress Heights Campus
17	Ward 8	Male	Friendship PCS
19	Ward 8	Female	Friendship PCS

14	Ward 8	Female	Friendship PCS
18	Ward 7	Male	Richard Wright PCS
14	Ward 8	Female	Richard Wright PCS
17	Ward 8	Male	Richard Wright PCS
14	Ward 4	Male	Truesdell EC
14	Ward 8	Female	Friendship PCS
14	Ward 7	Male	Elion -Hine MS
15	Ward 8	Male	Friendship PCS
15	Ward 8	Female	Friendship PCS
15	Ward 8	Male	Friendship PCS
14	Ward 8	Female	Summerset Preparatory Academy
14	Ward 8	Male	Center City PCS - Congress Heights Campus
14	Ward 6	Female	Walker-Jones EC
19	Ward 7	Male	Richard Wright PCS
16	Ward 6	Female	Richard Wright PCS
17	Ward 1	Female	Richard Wright PCS
14	Ward 8	Female	Summerset Preparatory Academy
22	Ward 8	Male	Friendship PCS
14	Ward 7	Female	Friendship PCS
14	Ward 8	Female	Richard Wright PCS
16	Ward 8	Female	Friendship PCS
15	Ward 8	Female	Friendship PCS
14	Ward 8	Male	Friendship PCS
15	Ward 8	Male	Richard Wright PCS
15	Ward 8	Male	Richard Wright PCS
15	Ward 7	Female	Friendship PCS - Blow-Pierce
14	Ward 8	Female	Summerset Preparatory Academy
15	Ward 8	Female	Elion -Hine MS
15	Ward 8	Female	Friendship PCS
16	Ward 8	Female	Friendship PCS
16	Ward 5	Female	Richard Wright PCS
15	Ward 8	Male	Richard Wright PCS
15	Ward 8	Female	Summerset Preparatory Academy
18	Ward 8	Male	Friendship PCS
17	Ward 8	Female	Richard Wright PCS
18	Ward 7	Female	Richard Wright PCS
16	Ward 8	Male	Summerset Preparatory Academy
14	Ward 7	Male	Friendship PCS
16	Ward 8	Male	Friendship PCS
14	Ward 8	Male	Friendship PCS
18	Ward 8	Male	Richard Wright PCS

14	Ward 8	Male	Summerset Preparatory Academy
18	Ward 8	Female	Richard Wright PCS
17	N/A (Not Applicable)	Female	Other
15	Ward 6	Male	Cesar Chavez - Capitol Hill
19	Ward 8	Female	Other
16	Ward 4	Male	Other
17	Ward 8	Male	Maya Angelou PCS
15	Ward 4	Male	Other
17	Ward 5	Female	Other
16	Ward 7	Female	Other
22	Ward 7	Female	Other
17	Ward 5	Female	Other
14	Ward 1	Female	Paul PCS
20	Ward 4	Female	Other
18	Ward 8	Female	Eastern HS
18	Ward 5	Male	Washington Metropolitan HS
16	N/A (Not Applicable)	Female	Other
16	Ward 8	Female	Other
16	Ward 8	Male	Other
23	Ward 5	Female	Maya Angelou PCS
19	Ward 8	Female	Thurgood Marshall Academy
21	Ward 6	Male	Washington Metropolitan HS
16	Ward 7	Female	Other
14	Ward 7	Female	Thurgood Marshall Academy
16	Ward 4	Female	Roosevelt HS
16	Ward 7	Male	Roosevelt HS
16	Ward 6	Female	Eastern HS
18	Ward 7	Male	Washington Metropolitan HS
15	Ward 8	Female	Eastern HS
15	Ward 8	Female	Cesar Chavez - Capitol Hill
18	Ward 6	Female	Eastern HS
19	Ward 8	Female	Roosevelt HS
17	Ward 8	Female	Other
15	Ward 7	Male	Cesar Chavez - Capitol Hill
20	Ward 5	Male	Other
17	Ward 7	Male	Other
17	Ward 8	Female	Eastern HS
17	Ward 4	Female	Paul PCS
19	Ward 5	Female	Other
23	Ward 8	Female	Other
17	Ward 7	Female	Eastern HS

15	Ward 4	Male	Paul PCS
17	Ward 8	Female	Other
19	Ward 8	Female	Roosevelt HS
24	Ward 1	Male	Maya Angelou PCS
20	Ward 7	Female	Other
14	Ward 4	Female	Roosevelt HS
15	Ward 5	Male	Cesar Chavez - Capitol Hill
16	Ward 8	Male	Cesar Chavez - Capitol Hill
15	Ward 6	Male	Cesar Chavez - Capitol Hill
17	Ward 5	Female	Other
16	Ward 4	Female	Other
23	Ward 8	Male	Other
15	Ward 6	Female	Eastern HS
17	Ward 7	Male	Other
14	Ward 7	Male	Other
17	Ward 8	Female	Other
20	Ward 2	Female	Other
17	Ward 8	Male	Thurgood Marshall Academy
17	Ward 5	Male	Other
16	Ward 5	Female	Washington Metropolitan HS
16	N/A (Not Applicable)	Male	Other
16	Ward 7	Male	Other
24	Ward 8	Female	Eastern HS
23	Ward 8	Female	Other
17	Ward 8	Female	Thurgood Marshall Academy
17	Ward 8	Female	Maya Angelou PCS
15	Ward 7	Male	Other
15	Ward 7	Female	Other
19	Ward 8	Female	Other
19	Ward 8	Female	Other
15	Ward 7	Male	Thurgood Marshall Academy
16	Ward 6	Female	Other
16	Ward 8	Male	Thurgood Marshall Academy
18	Ward 7	Female	Eastern HS
14	Ward 5	Male	Other
23	Ward 7	Male	Thurgood Marshall Academy
14	Ward 8	Male	AIM Academy PCS
24	Ward 7	Male	Maya Angelou PCS
14	Ward 8	Male	Other
15	Ward 7	Female	Other
15	Ward 7	Female	Thurgood Marshall Academy

18	Ward 6	Male	Eastern HS
16	Ward 7	Female	Eastern HS
14	Ward 7	Female	Other
20	Ward 6	Female	Other
14	Ward 8	Female	Cesar Chavez - Capitol Hill
17	Ward 7	Male	Cesar Chavez - Capitol Hill
16	Ward 5	Male	Cesar Chavez - Capitol Hill
20	Ward 7	Male	Other
15	Ward 5	Male	Paul PCS
14	Ward 8	Female	Other
22	Ward 7	Female	Roosevelt HS
18	Ward 3	Male	Other
14	Ward 8	Male	Other
16	Ward 7	Male	Other
19	Ward 7	Male	Other
22	Ward 7	Female	Other
19	Ward 7	Female	Eastern HS
15	N/A (Not Applicable)	Female	Other
16	Ward 4	Male	Cesar Chavez - Capitol Hill
17	Ward 5	Male	Other
19	Ward 8	Male	Thurgood Marshall Academy
14	Ward 8	Male	Other
16	N/A (Not Applicable)	Male	Maya Angelou PCS
16	Ward 7	Female	Thurgood Marshall Academy
15	Ward 6	Female	Cesar Chavez - Capitol Hill
16	Ward 8	Male	Other
19	Ward 8	Male	Other
17	Ward 8	Male	Paul PCS
21	Ward 7	Female	Other
16	Ward 7	Female	Other
17	Ward 5	Male	Other
22	Ward 7	Female	AIM Academy PCS
16	Ward 6	Female	Eastern HS
18	Ward 4	Male	Roosevelt HS
16	Ward 7	Female	Eastern HS
14	Ward 5	Male	Paul PCS
23	Ward 4	Female	Roosevelt HS
20	Ward 7	Female	Other
17	N/A (Not Applicable)	Female	Other
19	Ward 4	Male	Roosevelt HS
22	Ward 8	Female	Other

19	Ward 8	Female	Other
22	Ward 1	Female	Other
21	Ward 7	Male	Other
16	Ward 7	Female	Maya Angelou PCS
16	Ward 4	Male	Roosevelt HS
16	Ward 7	Female	Other
17	Ward 5	Male	Other
19	Ward 8	Female	Cesar Chavez - Capitol Hill
18	Ward 8	Male	Eastern HS
19	Ward 7	Male	Other
15	Ward 8	Female	Thurgood Marshall Academy
17	Ward 8	Female	Paul PCS
18	N/A (Not Applicable)	Female	Roosevelt HS
15	Ward 7	Female	Eastern HS
16	Ward 4	Female	Roosevelt HS
19	Ward 8	Male	Maya Angelou PCS
22	Ward 8	Female	Eastern HS
17	Ward 7	Female	Eastern HS
16	Ward 7	Male	Cesar Chavez - Capitol Hill
16	Ward 6	Male	Eastern HS
17	Ward 6	Male	Other
18	Ward 8	Female	Cesar Chavez - Capitol Hill
14	Ward 8	Male	Eastern HS
17	Ward 5	Male	Eastern HS
22	Ward 8	Male	Other
17	Ward 1	Female	Roosevelt HS
20	Ward 8	Male	Washington Metropolitan HS
18	Ward 6	Female	Eastern HS
15	Ward 7	Male	Kipp DC - College Preparatory
16	Ward 7	Female	Cesar Chavez - Parkside Upper
16	Ward 8	Male	Options PCS
19	Ward 8	Female	Technology Preparatory Academy
16	Ward 6	Male	Options PCS
22	Ward 7	Male	H.D. Woodson SHS
19	Ward 6	Female	Ballou HS
18	Ward 8	Male	Kipp DC - College Preparatory
16	Ward 8	Male	Technology Preparatory Academy
18	Ward 7	Female	Ballou HS
19	Ward 6	Female	Dunbar HS
15	Ward 7	Female	Stuart-Hobson MS
17	Ward 7	Male	Cesar Chavez - Parkside Upper

24	Ward 7	Female	H.D. Woodson SHS
24	Ward 7	Male	Dunbar HS
18	Ward 5	Male	Dunbar HS
16	Ward 7	Female	Dunbar HS
16	Ward 4	Female	Kipp DC - College Preparatory
15	Ward 4	Male	Washington Latin PCS
18	Ward 5	Female	Capital City PCS - Upper School
21	Ward 7	Male	H.D. Woodson SHS
17	Ward 5	Female	Dunbar HS
19	Ward 7	Male	Ballou HS
20	Ward 8	Male	Ballou HS
19	Ward 5	Female	Washington Latin PCS
21	Ward 7	Female	H.D. Woodson SHS
16	Ward 6	Female	Stuart-Hobson MS
17	Ward 7	Female	H.D. Woodson SHS
15	Ward 8	Female	Kipp DC - College Preparatory
24	Ward 7	Female	Ballou HS
18	Ward 8	Male	Ballou HS
19	Ward 4	Male	Cesar Chavez - Parkside Upper
15	Ward 7	Male	Kipp DC - College Preparatory
16	Ward 7	Male	H.D. Woodson SHS
20	Ward 7	Male	Options PCS
17	Ward 8	Male	Ballou HS
17	Ward 8	Female	Ballou HS
18	Ward 8	Male	Ballou HS
21	Ward 5	Female	Dunbar HS
15	Ward 8	Female	Kipp DC - College Preparatory
17	Ward 8	Female	H.D. Woodson SHS
15	Ward 8	Male	Stuart-Hobson MS
19	Ward 5	Male	Dunbar HS
15	Ward 8	Male	Kipp DC - College Preparatory
19	Ward 7	Female	Ballou HS
16	Ward 5	Female	Dunbar HS
14	Ward 5	Male	Technology Preparatory Academy
16	Ward 8	Female	Ballou HS
18	Ward 8	Male	Technology Preparatory Academy
16	Ward 8	Male	Kipp DC - College Preparatory
15	Ward 7	Male	Washington Latin PCS
18	Ward 8	Male	Ballou HS
18	Ward 8	Female	H.D. Woodson SHS
16	Ward 8	Female	Ballou HS

15	Ward 7	Female	Kipp DC - College Preparatory
19	Ward 8	Female	Ballou HS
17	Ward 6	Male	Ballou HS
18	Ward 8	Female	Ballou HS
17	Ward 6	Male	Kipp DC - College Preparatory
14	Ward 5	Male	Hardy MS
19	Ward 8	Female	Ballou HS
15	Ward 5	Male	Dunbar HS
22	Ward 6	Female	Dunbar HS
15	Ward 7	Male	H.D. Woodson SHS
24	Ward 8	Female	Ballou HS
17	Ward 7	Female	Kipp DC - College Preparatory
15	Ward 8	Male	Ballou HS
14	Ward 7	Male	H.D. Woodson SHS
18	Ward 8	Female	Dunbar HS
16	Ward 8	Male	Ballou HS
14	Ward 7	Male	Cesar Chavez - Parkside Upper
15	Ward 8	Male	Ballou HS
16	Ward 8	Female	Ballou HS
17	Ward 7	Male	Dunbar HS
15	Ward 7	Male	H.D. Woodson SHS
20	Ward 7	Female	Cesar Chavez - Parkside Upper
16	Ward 7	Male	H.D. Woodson SHS
19	Ward 7	Male	Cesar Chavez - Parkside Upper
16	Ward 5	Female	Kipp DC - College Preparatory
17	Ward 7	Female	Ballou HS
14	Ward 5	Female	Kipp DC - College Preparatory
17	Ward 6	Female	Dunbar HS
15	Ward 7	Female	Ballou HS
14	Ward 8	Male	Ballou HS
16	Ward 6	Female	Dunbar HS
18	Ward 7	Female	H.D. Woodson SHS
23	Ward 7	Male	Ballou HS
15	Ward 8	Male	Ballou HS
16	Ward 4	Male	Capital City PCS - Upper School
18	Ward 4	Female	Dunbar HS
21	Ward 7	Male	Cesar Chavez - Parkside Upper
18	Ward 7	Female	H.D. Woodson SHS
14	Ward 6	Male	Options PCS
16	Ward 6	Female	Washington Latin PCS
15	Ward 4	Male	Kipp DC - College Preparatory

14	Ward 8	Male	Ballou HS
24	Ward 6	Male	Dunbar HS
14	Ward 6	Male	Stuart-Hobson MS
17	Ward 2	Female	Dunbar HS
17	Ward 8	Male	Dunbar HS
17	Ward 8	Female	Kipp DC - College Preparatory
15	Ward 8	Female	Ballou HS
15	Ward 8	Male	Washington Latin PCS
15	Ward 8	Male	Ballou HS
17	Ward 7	Female	Kipp DC - College Preparatory
19	Ward 6	Female	Capital City PCS - Upper School
15	Ward 8	Female	Cesar Chavez - Parkside Upper
22	Ward 5	Female	Options PCS
17	Ward 8	Male	Ballou HS
17	Ward 7	Male	Kipp DC - College Preparatory
17	Ward 8	Male	Ballou HS
20	Ward 7	Male	H.D. Woodson SHS
16	Ward 8	Female	Ballou HS
17	Ward 7	Female	H.D. Woodson SHS
21	N/A (Not Applicable)	Female	Options PCS
19	Ward 7	Male	Ballou HS
16	Ward 4	Female	Kipp DC - College Preparatory
21	Ward 8	Male	Options PCS
21	Ward 7	Male	Dunbar HS
18	Ward 8	Male	Ballou HS
17	Ward 7	Female	H.D. Woodson SHS
16	Ward 5	Male	Options PCS
17	Ward 8	Male	Ballou HS
14	Ward 7	Female	H.D. Woodson SHS
14	Ward 4	Female	Capital City PCS - Upper School
17	Ward 6	Male	Ballou HS
16	Ward 3	Male	Washington Latin PCS
16	Ward 7	Male	Cesar Chavez - Parkside Upper
15	Ward 7	Female	Kipp DC - College Preparatory
15	Ward 7	Male	H.D. Woodson SHS
14	Ward 8	Male	Ballou HS
23	Ward 8	Male	Ballou HS
24	Ward 7	Female	H.D. Woodson SHS
15	Ward 8	Female	Kipp DC - College Preparatory
14	Ward 5	Female	Kipp DC - College Preparatory
21	Ward 7	Female	Cesar Chavez - Parkside Upper

21	Ward 7	Male	Options PCS
16	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
16	Ward 8	Female	Columbia Heights EC
14	Ward 2	Male	Howard University MS
14	Ward 8	Male	Howard University MS
16	Ward 4	Female	Columbia Heights EC
16	Ward 6	Female	National Collegiate PCS
14	Ward 3	Male	Deal MS
14	Ward 8	Male	IDEA - Intergrated Design and electronic Academy
16	Ward 7	Male	Columbia Heights EC
23	Ward 8	Female	Columbia Heights EC
17	Ward 1	Female	Columbia Heights EC
15	Ward 7	Male	National Collegiate PCS
14	Ward 8	Male	Sousa MS
15	Ward 8	Female	Columbia Heights EC
17	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
16	Ward 7	Male	IDEA - Intergrated Design and electronic Academy
17	Ward 5	Female	IDEA - Intergrated Design and electronic Academy
15	Ward 7	Male	IDEA - Intergrated Design and electronic Academy
14	Ward 7	Male	SEED PCS
17	Ward 8	Female	National Collegiate PCS
16	Ward 6	Female	Columbia Heights EC
16	Ward 8	Female	National Collegiate PCS
14	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
15	Ward 7	Female	Deal MS
14	Ward 6	Female	SEED PCS
16	Ward 8	Male	IDEA - Intergrated Design and electronic Academy
14	Ward 3	Female	Deal MS
18	Ward 8	Female	IDEA - Intergrated Design and electronic Academy
16	Ward 7	Female	National Collegiate PCS
17	Ward 5	Female	Columbia Heights EC
19	Ward 8	Male	National Collegiate PCS
16	Ward 8	Female	SEED PCS
18	Ward 8	Male	National Collegiate PCS
18	Ward 1	Male	Columbia Heights EC
24	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
19	Ward 8	Male	Columbia Heights EC
16	Ward 8	Female	National Collegiate PCS
15	Ward 6	Female	Columbia Heights EC
17	Ward 2	Male	Columbia Heights EC
15	Ward 7	Female	Columbia Heights EC

16	Ward 8	Male	IDEA - Intergrated Design and electronic Academy
22	N/A (Not Applicable)	Female	SEED PCS
18	Ward 5	Male	IDEA - Intergrated Design and electronic Academy
22	Ward 4	Female	Columbia Heights EC
16	Ward 8	Male	National Collegiate PCS
22	Ward 4	Male	Columbia Heights EC
16	Ward 2	Female	Columbia Heights EC
14	Ward 8	Male	National Collegiate PCS
17	Ward 1	Female	Columbia Heights EC
14	Ward 8	Male	SEED PCS
19	Ward 4	Female	Columbia Heights EC
16	Ward 8	Male	IDEA - Intergrated Design and electronic Academy
14	Ward 8	Female	SEED PCS
18	Ward 8	Female	National Collegiate PCS
14	Ward 1	Female	Columbia Heights EC
17	Ward 1	Female	Columbia Heights EC
16	Ward 1	Male	Columbia Heights EC
23	Ward 8	Female	IDEA - Intergrated Design and electronic Academy
17	Ward 8	Female	National Collegiate PCS
22	Ward 7	Female	William E. Doar, Jr. PCS
14	Ward 4	Female	Deal MS
18	Ward 8	Female	National Collegiate PCS
15	Ward 7	Female	SEED PCS
18	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
20	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
15	Ward 7	Male	IDEA - Intergrated Design and electronic Academy
18	Ward 5	Female	Columbia Heights EC
16	Ward 6	Female	Columbia Heights EC
17	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
16	Ward 8	Male	IDEA - Intergrated Design and electronic Academy
14	Ward 8	Female	Columbia Heights EC
15	Ward 1	Male	Columbia Heights EC
17	Ward 1	Female	Columbia Heights EC
15	Ward 1	Female	Columbia Heights EC
16	Ward 7	Female	Columbia Heights EC
18	Ward 7	Male	SEED PCS
24	Ward 7	Female	National Collegiate PCS
17	N/A (Not Applicable)	Male	Columbia Heights EC
14	Ward 4	Female	Deal MS
14	Ward 5	Male	Howard University MS
18	Ward 8	Male	Columbia Heights EC

16	Ward 7	Male	National Collegiate PCS
16	Ward 5	Female	SEED PCS
17	Ward 1	Female	Columbia Heights EC
18	Ward 5	Female	Columbia Heights EC
18	Ward 4	Female	Columbia Heights EC
19	Ward 8	Male	National Collegiate PCS
20	Ward 2	Male	Columbia Heights EC
16	Ward 6	Female	IDEA - Intergrated Design and electronic Academy
17	Ward 4	Male	Columbia Heights EC
19	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
18	Ward 1	Female	Columbia Heights EC
16	Ward 1	Male	Columbia Heights EC
15	Ward 8	Male	National Collegiate PCS
20	Ward 8	Male	SEED PCS
22	Ward 1	Female	Columbia Heights EC
14	Ward 8	Female	Howard University MS
15	Ward 6	Female	IDEA - Intergrated Design and electronic Academy
18	Ward 8	Female	National Collegiate PCS
14	Ward 5	Female	William E. Doar, Jr. PCS
14	Ward 5	Male	Columbia Heights EC
18	Ward 8	Female	National Collegiate PCS
18	Ward 1	Male	Columbia Heights EC
15	Ward 5	Male	Deal MS
23	Ward 1	Female	Columbia Heights EC
16	Ward 8	Female	IDEA - Intergrated Design and electronic Academy
16	Ward 7	Male	Columbia Heights EC
15	Ward 7	Female	SEED PCS
15	Ward 1	Female	Columbia Heights EC
21	Ward 8	Female	Howard University MS
18	Ward 8	Female	National Collegiate PCS
15	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
17	Ward 7	Female	SEED PCS
16	Ward 7	Male	SEED PCS
21	Ward 8	Male	National Collegiate PCS
14	Ward 5	Female	William E. Doar, Jr. PCS
22	Ward 8	Male	SEED PCS
17	Ward 1	Female	Columbia Heights EC
15	Ward 8	Female	National Collegiate PCS
15	Ward 5	Female	Howard University MS
14	Ward 7	Female	Sousa MS
21	Ward 4	Female	Columbia Heights EC

19	Ward 7	Male	Kipp DC - College Preparatory
24	Ward 1	Female	Ballou HS
24	Ward 8	Female	Ballou HS
18	Ward 1	Male	Options PCS
17	Ward 8	Female	Ballou HS
15	Ward 8	Female	Ballou HS
14	Ward 6	Male	Cesar Chavez - Parkside Upper
19	Ward 5	Female	Dunbar HS
17	N/A (Not Applicable)	Female	H.D. Woodson SHS
14	Ward 7	Male	Hardy MS
14	Ward 7	Male	Stuart-Hobson MS
18	Ward 8	Female	Ballou HS
18	Ward 8	Female	Ballou HS
16	Ward 5	Female	Dunbar HS
15	Ward 4	Male	Washington Latin PCS
16	Ward 8	Female	Kipp DC - College Preparatory
18	Ward 8	Male	Ballou HS
18	Ward 7	Male	Capital City PCS - Upper School
16	Ward 5	Male	Ballou HS
15	Ward 8	Female	Kipp DC - College Preparatory
15	Ward 8	Male	Ballou HS
15	Ward 7	Male	H.D. Woodson SHS
15	Ward 8	Female	Dunbar HS
15	Ward 5	Female	Washington Latin PCS
17	Ward 8	Female	Ballou HS
15	Ward 7	Female	Washington Latin PCS
15	Ward 7	Female	H.D. Woodson SHS
19	Ward 7	Male	H.D. Woodson SHS
15	Ward 7	Female	H.D. Woodson SHS
18	Ward 6	Female	Cesar Chavez - Parkside Upper
15	Ward 8	Male	H.D. Woodson SHS
16	Ward 6	Male	Washington Latin PCS
15	Ward 4	Female	Kipp DC - College Preparatory
15	Ward 5	Male	Dunbar HS
14	Ward 8	Female	Stuart-Hobson MS
22	Ward 7	Female	Dunbar HS
15	Ward 5	Male	Cesar Chavez - Parkside Upper
14	Ward 8	Female	Stuart-Hobson MS
14	Ward 8	Female	Kipp DC - College Preparatory
22	Ward 8	Female	Ballou HS
18	Ward 7	Male	H.D. Woodson SHS

18	Ward 4	Female	Dunbar HS
18	Ward 7	Male	H.D. Woodson SHS
19	Ward 7	Female	Options PCS
15	Ward 8	Male	Kipp DC - College Preparatory
16	Ward 8	Male	Dunbar HS
16	Ward 6	Female	Options PCS
18	Ward 8	Female	Kipp DC - College Preparatory
16	Ward 2	Female	Ballou HS
22	Ward 8	Female	Ballou HS
17	Ward 8	Male	Ballou HS
15	Ward 7	Female	Cesar Chavez - Parkside Upper
19	Ward 6	Female	Dunbar HS
16	Ward 8	Female	Ballou HS
16	Ward 7	Male	Ballou HS
17	Ward 7	Male	H.D. Woodson SHS
14	Ward 5	Male	Dunbar HS
16	Ward 8	Female	Ballou HS
16	Ward 7	Female	H.D. Woodson SHS
17	Ward 8	Female	Ballou HS
15	Ward 5	Female	Dunbar HS
16	Ward 8	Male	Ballou HS
20	Ward 8	Male	Ballou HS
22	Ward 8	Male	Washington Latin PCS
15	Ward 8	Female	Cesar Chavez - Parkside Upper
16	Ward 7	Female	H.D. Woodson SHS
14	Ward 7	Male	H.D. Woodson SHS
14	Ward 7	Male	H.D. Woodson SHS
22	Ward 5	Female	H.D. Woodson SHS
14	Ward 5	Male	Stuart-Hobson MS
18	Ward 8	Female	Washington Latin PCS
17	Ward 7	Male	Washington Latin PCS
21	Ward 7	Male	H.D. Woodson SHS
19	Ward 8	Male	Ballou HS
18	Ward 6	Male	Dunbar HS
16	N/A (Not Applicable)	Male	Options PCS
19	Ward 8	Female	Kipp DC - College Preparatory
15	Ward 7	Female	Kipp DC - College Preparatory
16	Ward 7	Female	Ballou HS
22	Ward 5	Female	Ballou HS
19	Ward 7	Female	Ballou HS
17	Ward 8	Female	Ballou HS

18	Ward 8	Female	Ballou HS
14	Ward 5	Female	Dunbar HS
16	Ward 7	Male	Dunbar HS
14	Ward 8	Male	Ballou HS
15	Ward 6	Female	Kipp DC - College Preparatory
17	Ward 5	Male	Dunbar HS
22	Ward 8	Female	Ballou HS
20	Ward 8	Male	Mamie D. Lee HS
20	Ward 7	Female	Cesar Chavez - Parkside Upper
17	Ward 8	Male	Kipp DC - College Preparatory
16	Ward 8	Female	Dunbar HS
18	Ward 7	Male	H.D. Woodson SHS
23	Ward 8	Female	Ballou HS
15	Ward 1	Female	Capital City PCS - Upper School
15	Ward 7	Female	Cesar Chavez - Parkside Upper
18	Ward 8	Male	Ballou HS
14	Ward 7	Male	Capital City PCS - Upper School
17	Ward 8	Female	Technology Preparatory Academy
21	Ward 7	Male	Options PCS
14	Ward 7	Female	H.D. Woodson SHS
15	Ward 8	Female	Ballou HS
16	Ward 6	Female	Dunbar HS
20	Ward 7	Male	H.D. Woodson SHS
15	Ward 8	Male	Ballou HS
19	Ward 4	Male	H.D. Woodson SHS
22	Ward 5	Male	Capital City PCS - Upper School
16	Ward 7	Female	H.D. Woodson SHS
19	Ward 7	Female	Capital City PCS - Upper School
15	Ward 8	Female	Washington Latin PCS
17	Ward 4	Male	Capital City PCS - Upper School
15	Ward 7	Male	Cesar Chavez - Parkside Upper
17	Ward 8	Male	Ballou HS
20	Ward 5	Male	Cesar Chavez - Parkside Upper
18	Ward 6	Male	Kipp DC - College Preparatory
18	Ward 7	Female	Dunbar HS
17	Ward 8	Female	H.D. Woodson SHS
19	Ward 6	Female	Dunbar HS
19	Ward 8	Female	Ballou HS
17	Ward 8	Female	Ballou HS
18	Ward 7	Female	Kipp DC - College Preparatory
15	Ward 7	Female	H.D. Woodson SHS

17	Ward 8	Female	Ballou HS
15	Ward 6	Male	Dunbar HS
17	Ward 7	Male	H.D. Woodson SHS
18	Ward 7	Female	H.D. Woodson SHS
15	Ward 7	Female	Cesar Chavez - Parkside Upper
18	Ward 5	Female	Options PCS
17	Ward 7	Male	Dunbar HS
16	Ward 8	Male	Ballou HS
17	Ward 8	Female	Ballou HS
19	Ward 7	Male	Capital City PCS - Upper School
20	Ward 7	Male	Dunbar HS
16	Ward 4	Female	Washington Latin PCS
16	Ward 7	Female	Kipp DC - College Preparatory
18	Ward 6	Male	Ballou HS
19	Ward 7	Female	Eastern HS
20	Ward 8	Female	Other
19	Ward 7	Female	Other
19	Ward 5	Male	Eastern HS
15	Ward 8	Male	Other
18	N/A (Not Applicable)	Female	Maya Angelou PCS
21	Ward 8	Female	Thurgood Marshall Academy
16	Ward 5	Female	Eastern HS
15	Ward 4	Male	Other
16	Ward 5	Male	Cesar Chavez - Capitol Hill
17	Ward 5	Female	Eastern HS
17	Ward 8	Female	Thurgood Marshall Academy
15	Ward 5	Female	Other
19	Ward 8	Female	Other
20	Ward 8	Female	Thurgood Marshall Academy
15	Ward 8	Male	Thurgood Marshall Academy
17	Ward 4	Female	Other
18	Ward 4	Male	Other
16	Ward 5	Male	Roosevelt HS
19	Ward 8	Female	Thurgood Marshall Academy
20	Ward 8	Male	Other
21	Ward 5	Male	Cesar Chavez - Capitol Hill
18	Ward 7	Male	Eastern HS
19	Ward 4	Male	Washington Metropolitan HS
16	Ward 6	Male	Eastern HS
18	Ward 6	Female	Roosevelt HS
17	Ward 7	Male	Eastern HS

15	Ward 8	Female	Cesar Chavez - Capitol Hill
16	Ward 7	Female	Eastern HS
18	Ward 8	Female	Thurgood Marshall Academy
24	Ward 8	Female	Other
17	Ward 8	Female	Washington Metropolitan HS
17	Ward 5	Female	Eastern HS
16	Ward 4	Male	Roosevelt HS
18	Ward 8	Female	Other
15	Ward 6	Female	Other
24	Ward 6	Female	Other
21	Ward 8	Male	Other
17	Ward 5	Male	Eastern HS
22	Ward 4	Female	Other
16	Ward 4	Male	Cesar Chavez - Capitol Hill
17	Ward 7	Male	Other
15	Ward 8	Female	Thurgood Marshall Academy
15	Ward 7	Male	Other
21	Ward 1	Female	Other
16	Ward 5	Male	Paul PCS
15	Ward 5	Male	Other
14	Ward 8	Female	Other
14	Ward 7	Male	Thurgood Marshall Academy
15	Ward 4	Male	Roosevelt HS
24	Ward 8	Female	Other
18	Ward 4	Male	Other
14	Ward 7	Female	Other
14	Ward 8	Male	Other
15	Ward 4	Male	Paul PCS
16	Ward 2	Male	Other
17	Ward 7	Male	Cesar Chavez - Capitol Hill
22	Ward 7	Female	Other
16	Ward 5	Female	Thurgood Marshall Academy
15	Ward 8	Male	Thurgood Marshall Academy
19	Ward 8	Female	Other
16	Ward 7	Male	Cesar Chavez - Capitol Hill
14	Ward 8	Male	AIM Academy PCS
18	Ward 8	Female	Other
18	Ward 5	Male	Paul PCS
19	Ward 1	Female	Other
16	Ward 8	Female	Washington Metropolitan HS
19	Ward 4	Female	Other

16	Ward 8	Female	Thurgood Marshall Academy
14	Ward 8	Male	Other
14	Ward 7	Female	Other
18	Ward 1	Female	Other
20	Ward 5	Female	Roosevelt HS
15	Ward 7	Female	Eastern HS
15	Ward 4	Female	Roosevelt HS
18	Ward 7	Female	Other
18	Ward 8	Female	Eastern HS
19	Ward 5	Male	Other
17	Ward 6	Female	Eastern HS
17	Ward 6	Male	Cesar Chavez - Capitol Hill
14	Ward 1	Female	Paul PCS
15	Ward 1	Female	Other
16	Ward 4	Male	Other
17	Ward 6	Male	Eastern HS
14	Ward 5	Female	Cesar Chavez - Capitol Hill
15	Ward 6	Male	Cesar Chavez - Capitol Hill
21	Ward 8	Female	Cesar Chavez - Capitol Hill
22	Ward 7	Male	Other
14	Ward 7	Male	Other
15	Ward 8	Female	Washington Metropolitan HS
15	Ward 5	Male	Paul PCS
15	N/A (Not Applicable)	Male	Other
18	Ward 3	Male	Other
16	Ward 7	Female	Eastern HS
15	Ward 7	Female	Other
16	Ward 7	Female	Eastern HS
17	Ward 8	Female	Thurgood Marshall Academy
15	Ward 8	Female	Other
16	Ward 6	Male	Eastern HS
19	Ward 5	Male	Other
17	Ward 7	Male	Eastern HS
14	Ward 4	Male	Paul PCS
16	Ward 5	Male	Thurgood Marshall Academy
20	Ward 5	Male	Other
14	Ward 1	Male	Other
23	Ward 1	Female	Other
19	Ward 4	Female	Roosevelt HS
16	Ward 7	Male	Eastern HS
16	Ward 5	Female	Other

15	Ward 4	Male	Roosevelt HS
17	Ward 5	Female	Other
18	Ward 7	Female	Thurgood Marshall Academy
15	Ward 4	Male	Eastern HS
20	Ward 6	Female	Eastern HS
16	Ward 4	Male	Roosevelt HS
17	Ward 5	Female	Eastern HS
18	Ward 1	Male	Thurgood Marshall Academy
16	Ward 7	Male	Other
19	Ward 6	Male	Eastern HS
17	Ward 8	Male	Eastern HS
18	Ward 4	Male	Roosevelt HS
17	Ward 5	Female	Paul PCS
23	Ward 8	Male	Other
16	Ward 7	Female	Cesar Chavez - Capitol Hill
17	Ward 8	Male	Other
16	Ward 6	Female	Paul PCS
22	Ward 7	Female	Roosevelt HS
22	Ward 5	Female	Other
16	Ward 6	Female	Other
18	Ward 7	Male	Other
18	Ward 6	Male	Eastern HS
14	Ward 8	Male	Roosevelt HS
18	Ward 8	Male	Maya Angelou PCS
15	Ward 7	Female	Other
15	Ward 8	Female	Other
23	Ward 7	Male	Roosevelt HS
14	Ward 8	Male	Other
14	N/A (Not Applicable)	Male	Other
17	Ward 5	Female	Other
18	Ward 8	Female	Washington Metropolitan HS
20	Ward 4	Female	Other
18	Ward 6	Male	Eastern HS
16	Ward 1	Female	Other
19	Ward 7	Male	Roosevelt HS
16	Ward 7	Male	Other
16	Ward 5	Male	Eastern HS
17	Ward 7	Male	Cesar Chavez - Capitol Hill
22	Ward 8	Female	Other
20	Ward 7	Male	Other
15	Ward 1	Male	Other

15	Ward 8	Female	National Collegiate PCS
17	Ward 8	Male	National Collegiate PCS
19	Ward 6	Male	Columbia Heights EC
15	Ward 8	Female	Columbia Heights EC
20	Ward 4	Female	Columbia Heights EC
21	Ward 1	Female	Columbia Heights EC
23	Ward 4	Male	Columbia Heights EC
14	Ward 1	Female	Columbia Heights EC
14	Ward 7	Female	Howard University MS
18	Ward 1	Male	Columbia Heights EC
15	Ward 7	Male	Sousa MS
15	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
15	Ward 1	Male	Columbia Heights EC
16	Ward 8	Female	SEED PCS
19	Ward 8	Female	Columbia Heights EC
15	Ward 7	Female	SEED PCS
15	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
15	Ward 4	Male	SEED PCS
14	Ward 1	Female	Howard University MS
19	Ward 8	Female	National Collegiate PCS
14	Ward 7	Male	SEED PCS
14	Ward 5	Female	Deal MS
16	Ward 7	Male	CHOICE Acadmey HS
19	Ward 7	Male	IDEA - Intergrated Design and electronic Academy
17	Ward 4	Male	Columbia Heights EC
17	Ward 8	Female	National Collegiate PCS
15	Ward 8	Male	IDEA - Intergrated Design and electronic Academy
14	Ward 1	Male	Columbia Heights EC
16	Ward 8	Male	National Collegiate PCS
19	Ward 4	Male	Columbia Heights EC
14	Ward 7	Male	Sousa MS
22	Ward 7	Female	SEED PCS
18	Ward 8	Female	National Collegiate PCS
16	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
15	Ward 8	Female	Columbia Heights EC
20	Ward 8	Female	Columbia Heights EC
14	Ward 8	Male	Deal MS
16	Ward 5	Female	Columbia Heights EC
18	Ward 8	Female	Columbia Heights EC
16	Ward 7	Male	IDEA - Intergrated Design and electronic Academy
22	Ward 8	Female	IDEA - Intergrated Design and electronic Academy

19	Ward 7	Female	National Collegiate PCS
20	Ward 1	Female	Columbia Heights EC
17	Ward 6	Male	SEED PCS
14	Ward 6	Male	Sousa MS
20	Ward 5	Female	Columbia Heights EC
15	Ward 4	Female	Columbia Heights EC
16	Ward 4	Male	Columbia Heights EC
17	Ward 6	Female	National Collegiate PCS
17	Ward 8	Female	Columbia Heights EC
17	N/A (Not Applicable)	Male	Columbia Heights EC
14	Ward 4	Male	Deal MS
16	Ward 4	Female	Columbia Heights EC
18	Ward 4	Female	Columbia Heights EC
17	Ward 8	Female	National Collegiate PCS
16	Ward 7	Male	IDEA - Intergrated Design and electronic Academy
14	Ward 4	Female	Deal MS
16	Ward 5	Male	IDEA - Intergrated Design and electronic Academy
14	Ward 1	Male	Columbia Heights EC
14	Ward 8	Male	Columbia Heights EC
16	Ward 4	Female	Columbia Heights EC
17	Ward 8	Female	Columbia Heights EC
15	Ward 8	Male	SEED PCS
17	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
14	Ward 4	Male	Deal MS
20	Ward 8	Female	National Collegiate PCS
18	Ward 5	Female	Columbia Heights EC
14	Ward 8	Male	National Collegiate PCS
18	Ward 8	Male	National Collegiate PCS
16	Ward 7	Male	IDEA - Intergrated Design and electronic Academy
14	Ward 8	Female	National Collegiate PCS
18	Ward 8	Male	IDEA - Intergrated Design and electronic Academy
16	Ward 7	Male	Columbia Heights EC
15	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
15	Ward 8	Male	National Collegiate PCS
17	Ward 8	Male	National Collegiate PCS
18	Ward 4	Male	Columbia Heights EC
17	Ward 8	Male	IDEA - Intergrated Design and electronic Academy
17	Ward 4	Female	Columbia Heights EC
15	Ward 7	Female	SEED PCS
14	Ward 6	Female	Deal MS
16	Ward 4	Male	Columbia Heights EC

16	Ward 2	Female	Columbia Heights EC
16	Ward 8	Female	IDEA - Intergrated Design and electronic Academy
18	Ward 8	Male	Columbia Heights EC
15	Ward 8	Male	National Collegiate PCS
14	Ward 5	Female	Howard University MS
18	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
18	Ward 8	Female	National Collegiate PCS
16	Ward 8	Female	SEED PCS
17	Ward 1	Male	Columbia Heights EC
15	Ward 4	Female	Columbia Heights EC
15	Ward 7	Male	IDEA - Intergrated Design and electronic Academy
15	Ward 4	Female	National Collegiate PCS
17	Ward 7	Female	Columbia Heights EC
14	Ward 4	Female	Columbia Heights EC
19	Ward 1	Male	Columbia Heights EC
15	Ward 7	Female	SEED PCS
17	Ward 5	Female	Columbia Heights EC
19	Ward 8	Male	Columbia Heights EC
20	Ward 4	Male	Columbia Heights EC
17	Ward 5	Female	Columbia Heights EC
16	Ward 7	Male	IDEA - Intergrated Design and electronic Academy
14	Ward 6	Female	Sousa MS
14	Ward 4	Female	Deal MS
17	Ward 8	Male	Columbia Heights EC
15	Ward 7	Female	SEED PCS
15	Ward 5	Female	Columbia Heights EC
16	Ward 1	Female	Columbia Heights EC
15	Ward 7	Male	SEED PCS
15	Ward 5	Male	William E. Doar, Jr. PCS
17	Ward 7	Female	IDEA - Intergrated Design and electronic Academy
14	Ward 1	Male	Columbia Heights EC
16	Ward 8	Female	SEED PCS
17	Ward 8	Female	SEED PCS
22	Ward 7	Female	SEED PCS
17	Ward 8	Female	IDEA - Intergrated Design and electronic Academy
15	Ward 7	Male	Columbia Heights EC
16	Ward 4	Female	Columbia Heights EC
16	Ward 7	Female	Columbia Heights EC
14	Ward 8	Female	National Collegiate PCS
18	Ward 7	Male	IDEA - Intergrated Design and electronic Academy
19	Ward 5	Female	National Collegiate PCS

17	Ward 8	Female	National Collegiate PCS
15	Ward 8	Female	IDEA - Intergrated Design and electronic Academy
16	Ward 8	Female	McKinley Technology HS
22	Ward 4	Male	McKinley Technology HS
21	Ward 4	Male	Wilson HS
16	Ward 5	Female	Wilson HS
17	Ward 6	Female	McKinley Technology HS
16	Ward 7	Male	McKinley Technology HS
16	Ward 7	Female	McKinley Technology HS
14	Ward 5	Female	McKinley Technology HS
15	Ward 4	Female	Wilson HS
17	Ward 6	Female	McKinley Technology HS
21	Ward 5	Male	Wilson HS
22	Ward 7	Female	McKinley Technology HS
19	Ward 5	Female	Wilson HS
24	Ward 6	Male	Wilson HS
14	Ward 7	Male	Key Academy PCS
15	Ward 4	Male	McKinley Technology HS
17	Ward 5	Female	McKinley Technology HS
16	Ward 4	Female	Wilson HS
20	Ward 5	Male	McKinley Technology HS
16	Ward 7	Female	McKinley Technology HS
17	Ward 8	Male	Wilson HS
19	Ward 4	Male	McKinley Technology HS
20	Ward 8	Male	McKinley Technology HS
14	Ward 4	Female	Wilson HS
19	Ward 5	Female	McKinley Technology HS
17	Ward 5	Male	McKinley Technology HS
19	Ward 7	Male	McKinley Technology HS
16	Ward 4	Male	Wilson HS
16	Ward 8	Male	Wilson HS
17	Ward 7	Female	McKinley Technology HS
18	Ward 1	Female	Wilson HS
14	Ward 7	Male	WILL Academy PCS
17	Ward 4	Female	McKinley Technology HS
16	N/A (Not Applicable)	Male	McKinley Technology HS
18	Ward 5	Female	McKinley Technology HS
16	Ward 6	Female	McKinley Technology HS
16	Ward 4	Male	Wilson HS
20	Ward 5	Female	Wilson HS
16	Ward 1	Male	Wilson HS

16	Ward 8	Female	McKinley Technology HS
17	Ward 7	Female	McKinley Technology HS
16	Ward 8	Female	Ideal Academy
15	N/A (Not Applicable)	Male	Wilson HS
17	Ward 2	Female	Wilson HS
16	Ward 5	Male	McKinley Technology HS
17	Ward 5	Male	McKinley Technology HS
18	Ward 1	Female	McKinley Technology HS
16	Ward 8	Female	Wilson HS
17	Ward 4	Male	McKinley Technology HS
23	N/A (Not Applicable)	Male	Community Academy PCS
15	Ward 4	Male	Wilson HS
16	Ward 1	Male	Wilson HS
15	Ward 4	Female	Wilson HS
18	Ward 4	Female	Wilson HS
17	Ward 6	Male	Wilson HS
19	Ward 4	Female	Wilson HS
16	Ward 6	Female	Wilson HS
16	Ward 8	Female	McKinley Technology HS
14	Ward 5	Female	Wilson HS
18	Ward 5	Female	McKinley Technology HS
15	Ward 5	Male	McKinley Technology HS
17	Ward 5	Male	DC Preparatory Academy PCS - Edgewood
15	Ward 7	Male	McKinley Technology HS
16	Ward 8	Male	Wilson HS
16	Ward 4	Male	Wilson HS
15	Ward 4	Female	Wilson HS
14	Ward 7	Male	Ideal Academy
18	Ward 8	Female	McKinley Technology HS
19	Ward 4	Female	Wilson HS
15	Ward 8	Female	McKinley Technology HS
18	Ward 5	Female	McKinley Technology HS
17	Ward 8	Female	Wilson HS
16	Ward 4	Female	McKinley Technology HS
14	Ward 7	Male	McKinley Technology HS
17	Ward 1	Female	Wilson HS
15	Ward 8	Female	Wilson HS
19	Ward 5	Male	McKinley Technology HS
16	Ward 7	Male	McKinley Technology HS
18	Ward 7	Female	McKinley Technology HS
14	Ward 8	Female	Wilson HS

14	Ward 8	Female	McKinley Technology HS
16	Ward 4	Male	Wilson HS
17	Ward 4	Female	McKinley Technology HS
18	Ward 6	Female	McKinley Technology HS
18	Ward 5	Female	McKinley Technology HS
14	Ward 7	Female	Wilson HS
14	Ward 1	Female	McKinley Technology HS
15	Ward 7	Female	McKinley Technology HS
15	Ward 7	Female	McKinley Technology HS
16	Ward 7	Male	McKinley Technology HS
17	Ward 5	Male	Wilson HS
19	Ward 8	Male	Wilson HS
17	Ward 7	Female	McKinley Technology HS
17	Ward 8	Male	Wilson HS
18	Ward 4	Male	Wilson HS
24	Ward 6	Female	Ideal Academy
15	Ward 5	Female	Wilson HS
17	Ward 7	Female	Wilson HS
14	Ward 7	Female	Wilson HS
17	Ward 7	Female	Wilson HS
16	Ward 1	Male	McKinley Technology HS
18	Ward 8	Male	McKinley Technology HS
15	Ward 6	Female	McKinley Technology HS
16	Ward 5	Female	McKinley Technology HS
18	Ward 5	Male	Wilson HS
14	Ward 7	Female	Key Academy PCS
17	Ward 4	Male	Wilson HS
23	Ward 7	Male	Ideal Academy
16	Ward 6	Female	Wilson HS
15	Ward 5	Female	Wilson HS
14	Ward 4	Female	Wilson HS
15	Ward 1	Female	DC Preparatory Academy PCS - Edgewood
15	Ward 5	Male	Brookland EC
16	Ward 7	Male	Wilson HS
15	Ward 5	Female	McKinley Technology HS
17	Ward 6	Female	McKinley Technology HS
18	Ward 4	Male	McKinley Technology HS
20	Ward 7	Female	McKinley Technology HS
19	Ward 6	Female	McKinley Technology HS
18	Ward 4	Female	McKinley Technology HS
16	N/A (Not Applicable)	Male	McKinley Technology HS

17	Ward 4	Female	McKinley Technology HS
17	Ward 7	Female	McKinley Technology HS
17	Ward 8	Female	Wilson HS
21	Ward 4	Male	Wilson HS
16	Ward 4	Female	Wilson HS
22	Ward 8	Female	Wilson HS
16	Ward 7	Male	Wilson HS
16	Ward 3	Male	Wilson HS
20	Ward 5	Male	McKinley Technology HS
19	Ward 5	Female	Wilson HS
16	Ward 5	Female	McKinley Technology HS
21	Ward 6	Male	Wilson HS
16	Ward 6	Female	Wilson HS
17	Ward 8	Male	Wilson HS
14	Ward 6	Female	McKinley Technology HS
16	Ward 6	Male	Ideal Academy
21	Ward 7	Male	Ballou HS
18	Ward 7	Female	H.D. Woodson SHS
18	Ward 8	Female	Options PCS
18	Ward 8	Male	Ballou HS
16	Ward 7	Female	H.D. Woodson SHS
19	Ward 8	Male	Options PCS
17	Ward 7	Female	Cesar Chavez - Parkside Upper
17	Ward 8	Female	Dunbar HS
18	Ward 8	Male	Ballou HS
21	Ward 7	Female	Kipp DC - College Preparatory
22	Ward 8	Male	Dunbar HS
16	Ward 8	Male	Ballou HS
22	Ward 7	Male	Dunbar HS
18	Ward 1	Female	Capital City PCS - Upper School
15	Ward 8	Male	Kipp DC - College Preparatory
15	Ward 8	Male	Ballou HS
16	Ward 8	Male	Ballou HS
16	Ward 8	Male	Ballou HS
18	Ward 8	Male	Ballou HS
16	Ward 4	Male	Washington Latin PCS
14	Ward 5	Female	Washington Latin PCS
16	Ward 8	Female	Ballou HS
17	Ward 7	Female	H.D. Woodson SHS
14	Ward 8	Female	Options PCS
17	Ward 8	Male	Dunbar HS

17	Ward 8	Female	Ballou HS
24	Ward 7	Female	H.D. Woodson SHS
15	Ward 7	Male	Options PCS
22	Ward 8	Male	Dunbar HS
20	Ward 8	Male	Ballou HS
19	Ward 8	Male	Kipp DC - College Preparatory
14	Ward 7	Female	Cesar Chavez - Parkside Upper
21	Ward 8	Male	Ballou HS
14	Ward 7	Male	Stuart-Hobson MS
15	Ward 7	Male	Ballou HS
18	Ward 8	Female	H.D. Woodson SHS
18	Ward 5	Male	Dunbar HS
17	Ward 8	Female	Ballou HS
15	Ward 7	Female	Cesar Chavez - Parkside Upper
16	Ward 8	Male	Ballou HS
14	Ward 5	Female	Stuart-Hobson MS
17	Ward 6	Female	Kipp DC - College Preparatory
21	Ward 1	Male	Capital City PCS - Upper School
15	Ward 7	Female	Cesar Chavez - Parkside Upper
20	Ward 8	Male	Ballou HS
15	Ward 6	Female	Dunbar HS
20	Ward 8	Female	Kipp DC - College Preparatory
15	Ward 8	Female	Ballou HS
22	Ward 5	Female	Options PCS
17	Ward 7	Male	Kipp DC - College Preparatory
14	Ward 8	Female	Technology Preparatory Academy
15	Ward 8	Female	Options PCS
24	N/A (Not Applicable)	Female	Ballou HS
20	Ward 8	Female	Ballou HS
14	Ward 5	Male	Dunbar HS
17	Ward 8	Male	Mamie D. Lee HS
20	Ward 8	Female	Cesar Chavez - Parkside Upper
18	Ward 8	Female	Ballou HS
20	Ward 7	Female	H.D. Woodson SHS
24	Ward 8	Female	Dunbar HS
17	Ward 8	Female	Kipp DC - College Preparatory
15	Ward 8	Male	Ballou HS
23	Ward 7	Female	H.D. Woodson SHS
20	N/A (Not Applicable)	Male	H.D. Woodson SHS
18	Ward 8	Female	Ballou HS
16	Ward 5	Male	Dunbar HS

17	Ward 8	Female	Dunbar HS
17	Ward 7	Male	Washington Latin PCS
15	Ward 8	Male	Ballou HS
16	Ward 8	Male	Kipp DC - College Preparatory
17	Ward 8	Male	Kipp DC - College Preparatory
14	Ward 4	Female	Washington Latin PCS
14	Ward 7	Female	Hardy MS
17	Ward 7	Male	H.D. Woodson SHS
23	Ward 8	Male	Ballou HS
17	Ward 7	Female	H.D. Woodson SHS
16	Ward 8	Male	Ballou HS
16	Ward 6	Male	Dunbar HS
23	Ward 4	Female	H.D. Woodson SHS
18	Ward 4	Female	Dunbar HS
18	Ward 7	Female	Kipp DC - College Preparatory
17	Ward 6	Male	Kipp DC - College Preparatory
16	Ward 7	Male	Ballou HS
20	Ward 8	Male	Kipp DC - College Preparatory
14	Ward 5	Female	Capital City PCS - Upper School
16	Ward 7	Female	H.D. Woodson SHS
15	Ward 8	Female	Ballou HS
15	Ward 4	Female	Washington Latin PCS
21	Ward 6	Male	Dunbar HS
15	Ward 8	Female	Ballou HS
20	Ward 8	Female	Ballou HS
24	Ward 7	Female	H.D. Woodson SHS
14	Ward 7	Male	H.D. Woodson SHS
18	Ward 7	Female	Kipp DC - College Preparatory
14	Ward 5	Female	Capital City PCS - Upper School
16	Ward 7	Female	Cesar Chavez - Parkside Upper
21	Ward 8	Male	H.D. Woodson SHS
20	Ward 6	Male	Ballou HS
19	Ward 8	Female	H.D. Woodson SHS
17	Ward 8	Female	Dunbar HS
18	Ward 7	Female	Options PCS
15	Ward 4	Female	Capital City PCS - Upper School
14	Ward 8	Female	Ballou HS
17	Ward 8	Male	Ballou HS
15	Ward 7	Female	Kipp DC - College Preparatory
17	Ward 7	Female	H.D. Woodson SHS
16	Ward 7	Female	Cesar Chavez - Parkside Upper

15	Ward 8	Female	Ballou HS
14	Ward 7	Male	Cesar Chavez - Parkside Upper
17	Ward 8	Female	Ballou HS
20	Ward 7	Male	H.D. Woodson SHS
15	Ward 7	Female	H.D. Woodson SHS
19	Ward 7	Male	H.D. Woodson SHS
17	Ward 8	Female	Ballou HS
21	Ward 7	Male	Cesar Chavez - Parkside Upper
18	Ward 5	Female	Dunbar HS
20	Ward 7	Female	H.D. Woodson SHS
16	Ward 7	Male	Cesar Chavez - Parkside Upper
16	Ward 5	Male	H.D. Woodson SHS
18	Ward 5	Male	Dunbar HS
17	Ward 8	Male	Ballou HS
17	Ward 8	Female	Kipp DC - College Preparatory
16	Ward 4	Male	Washington Latin PCS
17	Ward 7	Male	H.D. Woodson SHS
15	Ward 5	Female	Washington Latin PCS
16	Ward 7	Male	H.D. Woodson SHS
21	Ward 7	Female	Cesar Chavez - Parkside Upper
14	Ward 6	Male	Washington Latin PCS
14	Ward 8	Female	Stuart-Hobson MS
17	Ward 4	Female	Capital City PCS - Upper School
24	Ward 7	Female	Ballou HS
14	Ward 8	Male	Ballou HS
23	Ward 7	Female	H.D. Woodson SHS
16	Ward 8	Female	Ballou HS
21	Ward 8	Female	Ballou HS
23	Ward 5	Male	Dunbar HS
16	Ward 8	Female	Kipp DC - College Preparatory
20	Ward 6	Female	Dunbar HS
15	Ward 7	Female	Cesar Chavez - Capitol Hill
22	Ward 7	Female	Other
18	Ward 5	Male	Other
18	Ward 7	Female	Paul PCS
15	Ward 5	Female	Other
16	Ward 7	Male	Other
18	Ward 7	Female	Other
16	Ward 8	Male	Eastern HS
20	Ward 6	Male	Maya Angelou PCS
21	Ward 6	Female	Other

15	Ward 5	Male	Thurgood Marshall Academy
19	Ward 4	Female	Roosevelt HS
19	Ward 8	Female	Other
19	Ward 8	Male	Maya Angelou PCS
14	Ward 7	Female	Jefferson MS
19	Ward 6	Male	Eastern HS
19	Ward 4	Female	Other
16	Ward 7	Male	Cesar Chavez - Capitol Hill
18	Ward 4	Male	Other
14	Ward 7	Male	Other
15	Ward 8	Female	Maya Angelou PCS
14	Ward 7	Male	Cesar Chavez - Capitol Hill
22	Ward 6	Male	Other
14	Ward 7	Female	Other
16	Ward 1	Male	Other
15	Ward 8	Female	Cesar Chavez - Capitol Hill
20	Ward 8	Male	Washington Metropolitan HS
14	Ward 6	Female	Other
18	Ward 4	Male	Other
19	Ward 4	Female	Other
15	Ward 8	Female	Thurgood Marshall Academy
15	Ward 4	Female	Other
15	Ward 5	Female	Paul PCS
15	Ward 8	Male	Thurgood Marshall Academy
21	Ward 6	Male	Other
21	Ward 5	Male	Other
16	Ward 8	Male	Other
20	Ward 8	Female	Other
19	Ward 7	Female	Maya Angelou PCS
15	Ward 5	Male	Paul PCS
17	Ward 6	Female	Eastern HS
22	Ward 7	Female	Other
17	Ward 7	Female	Other
22	Ward 7	Female	Maya Angelou PCS
17	Ward 4	Male	Paul PCS
18	Ward 5	Male	Other
16	Ward 6	Female	Eastern HS
20	Ward 6	Female	Other
19	Ward 8	Male	Other
20	Ward 5	Female	Other
19	Ward 8	Female	Thurgood Marshall Academy