WIC BUDGET, FY18 AND FY19, AS OF FEB. 1, 2019

			FY18 Approved	FY18 Revised	FY18 Expenditures	FY18 Difference between Revised and Expenditures	FY19 approved	FY19 Revised (as of Feb. 1, 2019)	FY19 Q1 expenditures	Explain FY18 over- or under-spending
Program: Workforce Investment	Program	Total $	$1,743,310	$3,433,361	$3,024,555	$408,806	$5,107,237	$5,107,237	$867,268	Underspending 20% PS Surplus and 80% NPS Grant & Contract
	Activity: Workforce Investment	Total $	$1,743,310	$3,433,361	$3,024,555	$408,806	$4,999,405	$4,999,405	$867,268	
		Federal $								
		Local $	$1,743,310	$1,443,310	$1,034,504	$408,806	$4,190,894	$4,190,894	$676,478	
		SPR $								
		ID $	$0	$1,990,051	$1,990,051	$0	$808,511	$808,511	$190,790	
	Activity: Workforce Investment Council	Total $					$107,832	$107,832	0	
		Federal $								
		Local $								
		SPR $								
		ID $					$107,832	$107,832	0	

INTERAGENCY MOUS, FY18 AND FY19, INCLUDING ANTICIPATED MOUS

Buyer agency name	Seller agency name	Seller Program name	Seller Program code	Buyer Activity name	Buyer Activity code	Original funding source (i.e. local, federal, SPR)	Service period (dates)	Description of MOU services, including name of project or initiative	Total MOU amount ($), including any modifications	(Final) Date of signature on letter of intent	Date that funds were transferred to the buyer agency
2018											
DOES	WIC	WORKFORCE INVESTMENT	3030	WORKFORCE DEVELOPMENT	4900	Federal	Oct 2017 to Sept 2018	WORKFORCE INVESTMENT	$1,990,051.00	1/2/2018	12/27/2018
WIC	DSLBD	OFFICE OF LOCAL BUSINESS I	4020	WORKFORCE INVESTMENT	3030	Local	July 2018 to Sept 2018	Clean DC	$200,000.00	7/16/2018	7/16/2018
WIC	DOES	WORKFORCE DEVELOPMENT	4250	WORKFORCE INVESTMENT	3030	Local	Oct 2017 to Sept 2018	Prepare residents for employment	$500,000.00	1/29/2018	1/31/2018
DGS	WIC	WORKFORCE INVESTMENT	3030	CONTRACTING AND PROCUREM	6001	Local	July 2018 to Sept 2018	Integration of successful partnership	$750,000.00	7/18/2018	7/19/2018
2019											
DOES	WIC	WORKFORCE INVESTMENT	3030	WORKFORCE DEVELOPMENT	4900	Federal	Oct 2018 to Sept 2019	WORKFORCE INVESTMENT	$1,057,457.00	12/4/2018	12/4/2018
WIC	OSSE	POST-SECONDARY AND CARE	E703	WORKFORCE INVESTMENT	3030	Local	July 2018 to Sept 2018	WIC Career Pathways	$1,100,000.00	10/3/2018	10/9/2018

WIC INTERAGENCY REPROGRAMMINGS, FY18 AND FY19

Including anticipated reprogramming's for remainder of FY19

Sending agency name	Receiving agency name	Date of execution (actual or expected)	Dollar amount (actual or expected)	Originating funding source (i.e. local, federal, SPR)	Originating funds			Received funds			Detailed rationale for the reprogramming
					Program code	Activity code	CSG code	Program code	Activity code	CSG code	
2018											
WIC	DGS	9/30/2018	$200,000	Local	3030	3030	0011	3000	3002	0041	Help with year-end DGS funding pressure
WIC	DGS	9/30/2018	$100,000	Local	3030	3030	0012	3000	3002	0041	Help with year-end DGS funding pressure

WIC INTRA-AGENCY REPROGRAMMINGS, FY18 AND FY19

Including anticipated reprogramming for remainder of FY19

Date of execution (actual or expected)	Dollar amount (actual or expected)	Originating funding source (i.e. local, federal, SPR)	Originating funds			Received funds			Detailed rationale for the reprogramming
			Program code	Activity code	CSG code	Program code	Activity code	CSG code	
5/7/2018	686,095.24	Local	3030	3030	0050	3030	3030	0041	procure contractual services that support workforce intermediary training programs

WIC CONTRACTS AND PAYMENT, FY18

Contractor Name	Contract No.	Explanation of Svc	Expenditure
GROWTH TRANSITIONS, INC	DCEB-2017-C-0001	Develop a community of practice for adult education & workforce providers in the District	$212,291
KAIROS MANAGEMENT INC	DCEB-2016-C-1001	Technical Assistance, policy , resarch, professional development	$85,371
KAIROS MANAGEMENT INC	DCEB-2016-C-1001	Technical Assistance, policy , resarch, professional development	$69,960
KAIROS MANAGEMENT INC	DCEB-2016-C-1001	Technical Assistance, policy , resarch, professional development	$175,277
JEFFREY C. MARCELLA	DCEB-2016-C-2015	Technical Assitance, policy and grant writing	$9,295
JEFFREY C. MARCELLA	DCEB-2016-C-2015	Technical Assitance, policy and grant writing	$22,308
BALD CYPRESS MEDIA LLC	PO590369	This is a DMGEO Contract	$6,549
STRONG PRODUCTION LLC	CW63462	Marketing Specialist	$15,120
VTECH SOLUTION, INC.	CW63509	Workforce Intermediary Coordinator	$6,253
SEABERRY DESIGN AND COMMUNI	CW59964	Design and communications	$9,960

WIC Expenditure with No Vendor Name, FY18

Contractor Name	Contract No.	Explanation of Svc	Expenditure
Career Path D.C.	N/A	Clean DC (Jump Team) Residential Program	200,000.00
Clean DC training /employment opportunites for DC residents .			
Miller & Long	N/A	Workforce Intermedidray Pre-apprenticeship progr	141,044.77
DC Central Kitchen	N/A	Hospitatlity Training	129,304.42
DC Central Kitchen	N/A	Hospitatlity Training	13,488.00
DC Central Kitchen	N/A	Hospitatlity Training	24,024.00

Funding for Clean DC provided training/employment opportunties for DC residents comleting life skills and work readiness training through DOES DSI for 10 Clean DC hires.

DC Workforce Investment Council
Workforce Intermediary Job Training and
Placement: DC United staduim Project - Workforce Intermediaries

Vendor Name:	**CIRTE**	**Hales Gov't Solutions**	**KEBC Group**	**Amala Lives**	**Covenant House**	**Total**
Reporting Period:	**September 5- September 30, 2018**					
Number of students who participated in program	**26**	**90**	**18**	**20**	**34**	**188**
Number of students who completed the program	**22**	**90**	**15**	**17**	**31**	**175**
Number of program completers who obtained unsubsidized employment	**22**	**8**	**13**	**9**	**13**	**65**
Number of program completers who found employment in the sector related to the training program	**22**	**8**	**13**	**9**	**8**	**60**
Averagely hourly wage of those who obtained employment	**$16.00**	**$17.93**	**$14.30**	**$13.00**	**$12.50**	**Average $14.75**

DC Workforce Investment Council
Workforce Intermediary Job Training and
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Workforce Investment Council FY2018

FY2018 Performance Accountability Report

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

Mission

The District of Columbia Workforce Investment Council will lead with a sense of urgency to help create a fully integrated, comprehensive workforce development system that effectively meets jobseeker and business needs; while ensuring accountability, high performance, coordination, transparency, and effective leadership at all levels.

Summary of Services

FY18 Top 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?
Renewal of WIOA-required Memorandum of Understanding (MOU)	Creating a customer-focused American Job Center network that aligns service delivery across the board and enhances access to program services, increasing customer access and performance outcomes.	Defining the parameters within which education, workforce, economic development, and other Partner programs and entities operating in the District American Job Centers. These partnerships will reduce administrative burden and costs.

2018 Strategic Objectives

Objective Number	Strategic Objective
1	Business Engagement: Expand Workforce Intermediary programming to connect businesses within high-demand sectors to skilled District residents through innovative partnerships
2	Guidance / Oversight (State board functions + local board function as outlined in WIOA): Provide strategic planning and coordination of the workforce system to implement the plans and programs outlined in WIOA State Plan for 2016-2020
3	Credentialing / Access to Training: Provide WIOA participants with high-quality training opportunities that lead to employment within the District's high-demand industries through Eligible Training Provider List (ETPL) program services
4	Career Pathways: Advance the development of the District's high-demand career pathways, ensuring they are informed by business, transparent to all parts of the workforce system, and fully supported by District agencies and partners to allow residents to seamlessly move forward in their chosen pathways

Objective Number	Strategic Objective
5	Create and maintain a highly efficient, transparent and responsive District government.**

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
1 - Business Engagement: Expand Workforce Intermediary programming to connect businesses within high-demand sectors to skilled District residents through innovative partnerships (1 Measure)									
Percent of WIC designated business representatives from high-demand sectors attending Demand Industry Council Meetings	Quarterly	90%	75%	75%	0%	0%	37.5%	Unmet	In the first quarter of FY18, the Workforce Intermediary position was vacated and remained open until quarter one FY19. The KPI was not met due to lack of essential staff.
2 - Guidance / Oversight (State board functions + local board function as outlined in WIOA): Provide strategic planning and coordination of the workforce system to implement the plans and programs outlined in WIOA State Plan for 2016-2020 (1 Measure)									
Percent increase in agency participation in technical assistance activities	Quarterly	5%	5%	5%	14%	0%	6%	Met	
3 - Credentialing / Access to Training: Provide WIOA participants with high-quality training opportunities that lead to employment within the District's high-demand industries through Eligible Training Provider List (ETPL) program services (3 Measures)									
Percentage of WIOA-funded customers who completed ETPL training program	Annually	56%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	73%	Met	
Percentage of WIOA-funded customers who completed ETPL training program and entered employment within 6 months of completing training	Annually	52%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Percentage of WIOA-funded customers who completed ETPL training program and entered employment, who are employed 12 months after completing training	Annually	57%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
4 - Career Pathways: Advance the development of the District's high-demand career pathways, ensuring they are informed by business, transparent to all parts of the workforce system, and fully supported by District agencies and partners to allow residents to seamlessly move forward in their chosen pathways (1 Measure)									
Percent of workforce providers funded by the WIC who participate in the Career Pathways Community of Practice	Quarterly	90%	90%	90%	77.3%	100%	89.6%	Nearly Met	In FY18, the WIC worked with DOES to establish a coordinated process to collect new and updated contact information for WIOA providers funded by the WIC. While this new process improved communication and increased participation in Career Pathways Community of Practice, the WIC was unable to meet it's KPI. In FY19, the WIC will continue the process with DOES and ensure that workforce provider continue to participate in the Career Pathways Community of Practice.

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

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Sector Partnerships (2 Measures)						
Number of high demand fields	Quarterly	29	29	6	6	70
Number of business leaders representing high demand sectors	Quarterly	45	45	29	27	146
2 - Policy Development (1 Measure)						
Number of Workforce Implementation Guidance Letters (WIGLS) released	Quarterly	1	0	0	0	1
2 - Working Groups (1 Measure)						
Number of working group meetings	Quarterly	2	5	4	4	15
3 - Workforce Training Providers (2 Measures)						
Number of eligible training providers	Quarterly	25	32	34	37	128
Number of grantees	Quarterly	10	10	10	10	40

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
WORKFORCE INVESTMENTS (3 Strategic initiatives)				
Increase the number of providers on the Eligible Training Provider List	In FY 2018, the Workforce Investment Council (WIC) aims to enhance the District's capacity to provide quality occupational training to local residents through the Eligible Training Provider List by engaging with local apprenticeship sponsors, establishing agreements with neighboring states (Maryland and Virginia), and partnering with the city's government agencies, colleges and universities.	Complete	In FY18, the WIC increased it's Eligible Training Provider List (ETPL) from 25 providers to 39 providers. The WIC will continue to grow the ETPL to offer more training opportunities for District Residents.	
Improve the Workforce Intermediary Program's performance management	In FY 2018, the WIC will evaluate and redefine measures and standards for all grantees in the Workforce Intermediary Program, and develop a standard operating procedure for the process.	Complete	In FY18, the WIC provided technical assistance and incorporated monthly reporting.	
Increase the number of participants in the Community of Practice	In FY 2018, the WIC will increase community outreach efforts, create a website, and utilize the Community of Practice Task Force to build relationships and expand participation in the Community of Practice.	Complete	The WIC continues to build on the success of the established Community of Practice (CoP) web page by offering training and resources to the CoP. The WIC hosted a Career Pathways Task Force meeting in July and two Community of Practice trainings in FY 18 Q4.Through the Career Pathways Task Force and continued networking efforts, the WIC has expanded CoP outreach and has begun to expand training resources on the CoP portal based on participant feedback.	

Workforce Investment Council FY2019

Agency Workforce Investment Council **Agency Code** UP0 **Fiscal Year** 2019

Mission

The District of Columbia Workforce Investment Council will lead with a sense of urgency to help create a fully integrated, comprehensive workforce development system that effectively meets jobseeker and business needs; while ensuring accountability, high performance, coordination, transparency, and effective leadership at all levels.

2019 Strategic Objectives

Objective Number	Strategic Objective
1	Business Engagement: Increase business engagement to help align workforce training programs with employer needs
2	Policy Guidance: To ensure the workforce development system is informed about the provisions in the Workforce Innovation and Opportunity Act (WIOA) through policy and guidance to aid in the District's WIOA implementation.
3	Occupational Skills Training: To provide WIOA customers focused employment and training opportunities for adults and dislocated workers through Individualized Training Accounts (ITA) within the District's high-demand occupations through the Eligible Training Provider program.
4	Career Pathways: Increasing the knowledge of career pathways in the context of sectoral partnerships informed by business to assist with mapping career pathways in the District

2019 Key Performance Indicators

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
1 - Business Engagement: Increase business engagement to help align workforce training programs with employer needs (1 Measure)					
Number of business leaders actively engaged	Up is Better	Not Available	Not Available	Not Available	New Measure
2 - Policy Guidance: To ensure the workforce development system is informed about the provisions in the Workforce Innovation and Opportunity Act (WIOA) through policy and guidance to aid in the District's WIOA implementation. (1 Measure)					
Number of workforce system partners participating in technical assistance activities per quarter	Up is Better	Not Available	Not Available	Not Available	New Measure
3 - Occupational Skills Training: To provide WIOA customers focused employment and training opportunities for adults and dislocated workers through Individualized Training Accounts (ITA) within the District's high-demand occupations through the Eligible Training Provider program. (4 Measures)					
Employment Rate – Percentage of participants who are in unsubsidized employment during the second quarter after exit from the program	Up is Better	Not Available	Not Available	Not Available	New Measure

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
Median Earnings – Median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program. Total quarterly earnings, for all participants employed in the second quarter after exit from any of the WIOA Core Programs, collected by a direct wage record match or supplemental wage information	Up is Better	Not Available	Not Available	Not Available	New Measure
Credential Attainment – Percentage of those participants enrolled in an education or training program (excluding OJT, customized training, or Other Non-Occupational Skills Training) who attained a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program.	Up is Better	Not Available	Not Available	Not Available	New Measure
Measurable Skill Gains – Percentage of participants who, during the program year, are in education or training programs that lead to a recognized postsecondary credential or employment and who are achieving measurable skills gains, defined as documented academic, technical, occupational, or other forms of progress towards such a credential or employment	Up is Better	Not Available	Not Available	Not Available	New Measure
4 - Career Pathways: Increasing the knowledge of career pathways in the context of sectoral partnerships informed by business to assist with mapping career pathways in the District (1 Measure)					
Number of workforce providers who participate in sectoral partnerships meetings to enhance communication on demand sector needs	Up is Better	Not Available	Not Available	Not Available	New Measure

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Business Engagement: Increase business engagement to help align workforce training programs with employer needs (1 Activity)			
Labor Market Awareness	Labor Market Awareness	Increase the use of labor market information and anecdotal information to shape training programs that train in the skills employers need	Daily Service
2 - Policy Guidance: To ensure the workforce development system is informed about the provisions in the Workforce Innovation and Opportunity Act (WIOA) through policy and guidance to aid in the District's WIOA implementation. (2 Activities)			
WORKFORCE INVESTMENTS	Policy Development	Provide high level policy development through the dissemination of a WIC WIOA Policy Manual, WIC Unified State Plan Modification; the issuance of important implementation information and updates through Workforce Implementation Guidance Letters (WIGLS), and by facilitating technical assistance webinars and teleconferences. Partner agencies to establish corresponding Standard Operating Procedures that follow the policies and guidance put in place by the WIC.	Daily Service
PROVIDE TECHNICAL ASSISTANCE	Provide technical assistance	Provide technical assistance to impact greater awareness and knowledge of workforce partners by facilitating technical assistance webinars, in-person meetings and teleconferences.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
3 - Occupational Skills Training: To provide WIOA customers focused employment and training opportunities for adults and dislocated workers through Individualized Training Accounts (ITA) within the District's high-demand occupations through the Eligible Training Provider program. (3 Activities)			
MONITORING	Workforce Training Providers	Review, monitor and research industry standards, curriculum, and past performance of prospective eligible training providers	Daily Service
OUTREACH	Conduct outreach to bring awareness.	Conduct outreach to bring awareness.	Daily Service
TECHNICAL ASSISTANCE	Technical Assistance	Provide technical assistance for continuous improvement of performance	Daily Service
4 - Career Pathways: Increasing the knowledge of career pathways in the context of sectoral partnerships informed by business to assist with mapping career pathways in the District (2 Activities)			
WORKFORCE INVESTMENTS	Career Pathways	Offer high-quality professional development training to education and workforce providers under a career pathways framework.	Daily Service
WORKFORCE INVESTMENTS	Research and Analysis	Conduct in-depth research on DC landscape to identify where gaps may exist in education, training, and support services.	Key Project

2019 Workload Measures

Measure	FY 2016	FY 2017	FY 2018
1 - Labor Market Awareness (1 Measure)			
Number of business engagement activities	Not Available	Not Available	Not Available
2 - Provide technical assistance (1 Measure)			
Number of technical assistance activities	Not Available	Not Available	Not Available
3 - Workforce Training Providers (1 Measure)			
Number of eligible training providers	Not Available	34	128

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Policy Development (2 Strategic initiatives)		
Eligible Training Provider Manual	In FY19, the WIC will design and create an Eligible Training Provider Manual for the District's training providers. The manual will outline policies, procedures, and required performance requirements. The manual will also assist the training providers in providing the WIC with annual performance requirements reporting. These annual performance reports help the WIC identify which ETPs, based on performance levels are to be considered for renewal.	09-30-2019
Develop the Transparency Act Workforce Development System Expenditure Guide	In FY19, the WIC will lead efforts to implement specific deliverables for the Workforce Transparency Act of 2017. The deliverables include releasing the first edition of the Workforce Development System Expenditure Guide by February 1, 2019. The Guide will include details, metrics and performance outcomes for select District Agency workforce programs and services. The first version of the guide will include workforce programs from the Department on Disability Services; Department of Employment Services; Department of Human Resources; Department of Human Services; Deputy Mayor for Greater Economic Opportunity; Office of the State Superintendent of Education; and Workforce Investment Council.	09-30-2019
Technical Assistance (1 Strategic Initiative)		
Community of Practice	In FY19, the WIC will update and expand the DC WIC Community of Practice Portal into interactive modules for DC Workforce professionals. The Interactive modules will include training resources and materials from previous CoP webinars and in-person training. This will allow for continued training and engagement for workforce professionals at all levels of experience.	09-30-2019

DC WORKFORCE INVESTMENT COUNCIL

BOARD SURVEY RESULTS – AUGUST 20 , 20 18



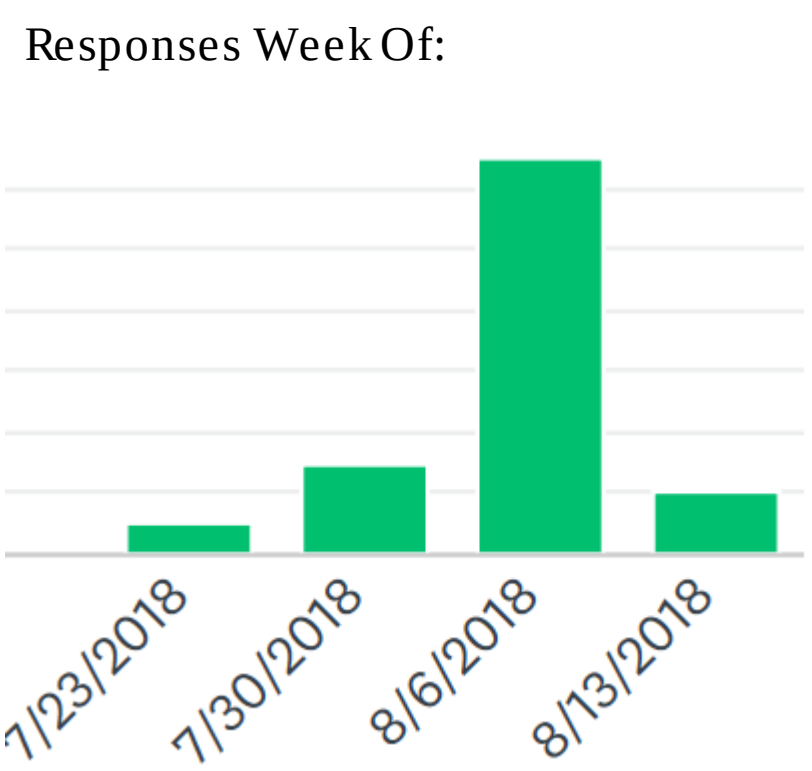
TOTAL RESPONSES AS OF 8/17/18 CLOSING DATE

19 Responses

54.3% of 35 sent

95% Individual Completion Rate

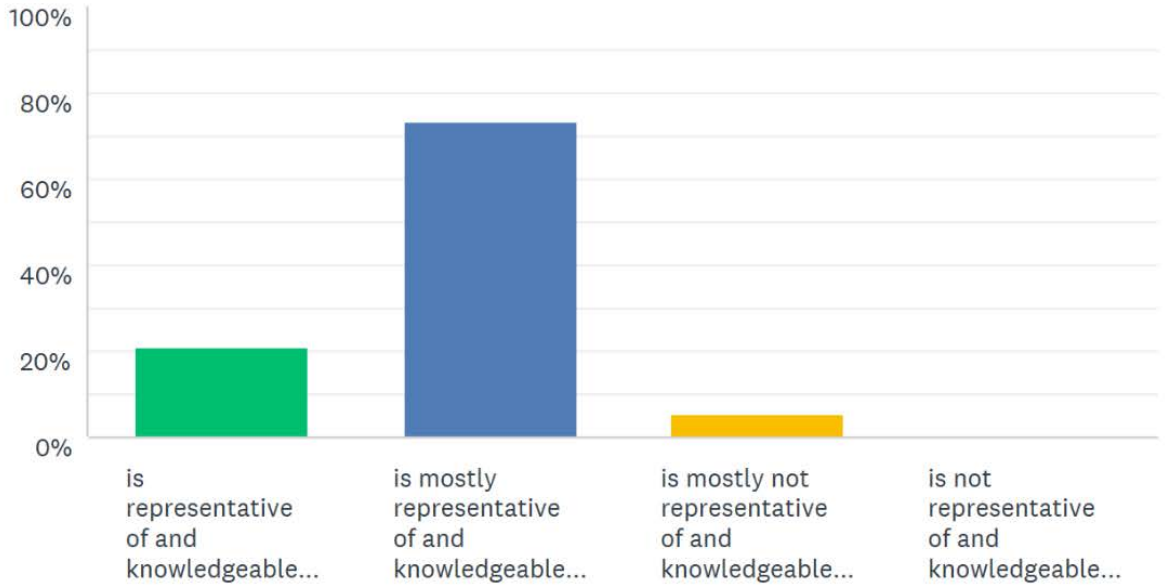
Avg. Time Spent on Survey – 12 minutes



How would you rate the current Board makeup and profile of its members?

QUESTION 1

Answered: 19 Skipped: 0



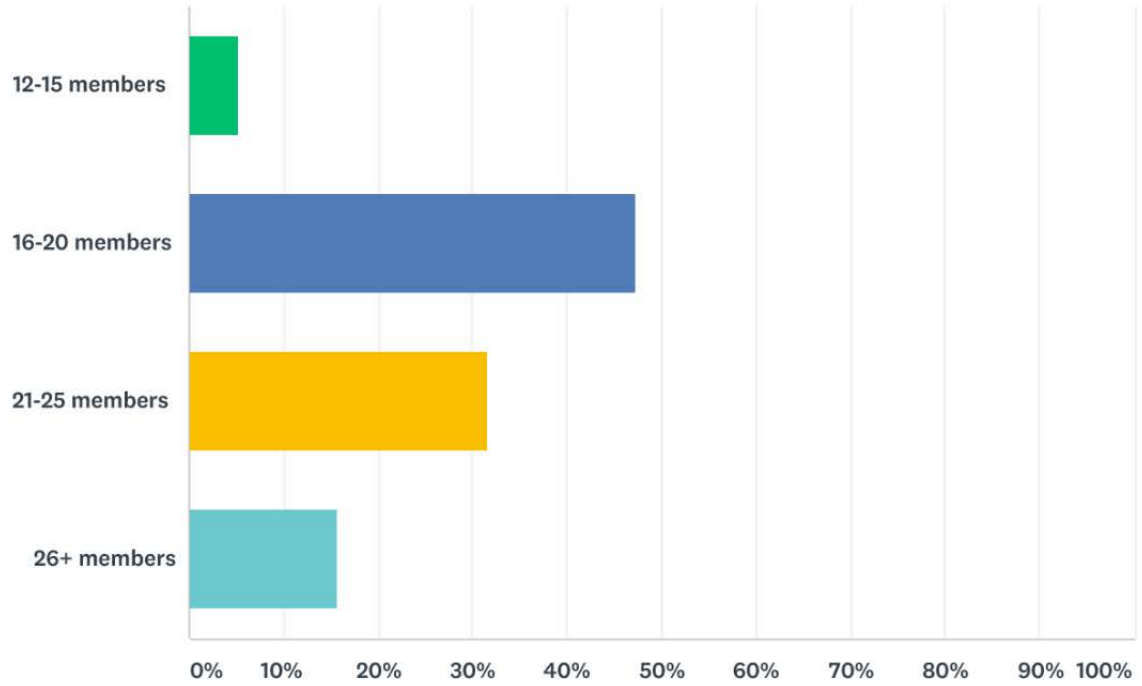
ANSWER CHOICES	RESPONSES	
is representative of and knowledgeable about the community it serves	21.05%	4
is mostly representative of and knowledgeable about the community it serves	73.68%	14
is mostly not representative of and knowledgeable about the community it serves	5.26%	1
is not representative of and knowledgeable about the community it serves	0.00%	0
TOTAL		19

Additional Comments may be located on the Word addendum

QUESTION 2

Q2 What is the best size for the Board be to be representative, functional and effective?

Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
12-15 members	5.26%	1
16-20 members	47.37%	9
21-25 members	31.58%	6
26+ members	15.79%	3
TOTAL		19

Additional Comments may be located on the Word addendum

Top Roles / Responsibilities of the Board

QUESTION 3

ANSWER CHOICES	RESPONSES	
Being an ambassador of the mission	70.59%	12
Leveraging your network	52.94%	9
Working with District Legislators in supporting our outreach	11.76%	2
Supporting advocacy related events	17.65%	3
Helping to make funding allocation decisions	5.88%	1
Providing your personal expertise (i.e. finance, IT, Marketing, etc.)	52.94%	9
Raising capital by cultivating or stewarding fundraising events	0.00%	0
Assisting at events	11.76%	2
Other (describe below)	29.41%	5
Total Respondents: 17		

Comments (10)

Comments located in the Word addendum

2 people skipped this question.

Do You Receive Enough Information?

QUESTION 4

ANSWER CHOICES	RESPONSES	
I receive too much information to be effective	0.00%	0
I receive an adequate amount of information to be effective	10.53%	2
I am not sure	10.53%	2
No, I recieve some information, but it is not enough	52.63%	10
No, I do not receive enough information to be effective	26.32%	5
TOTAL		19

Comments (8)

Comments located in the Word addendum

Best Ways to Build WIC Knowledge?

QUESTION 5

ANSWER CHOICES	RESPONSES	
Thorough orientation sessions and retreats	47.37%	9
In-person workshops on various topics	15.79%	3
Online webinars or workshops on various topics	10.53%	2
A monthly newsletter or update	47.37%	9
Site visits to the American Job Centers	0.00%	0
Stakeholder / customer roundtables	36.84%	7
Total Respondents: 19		

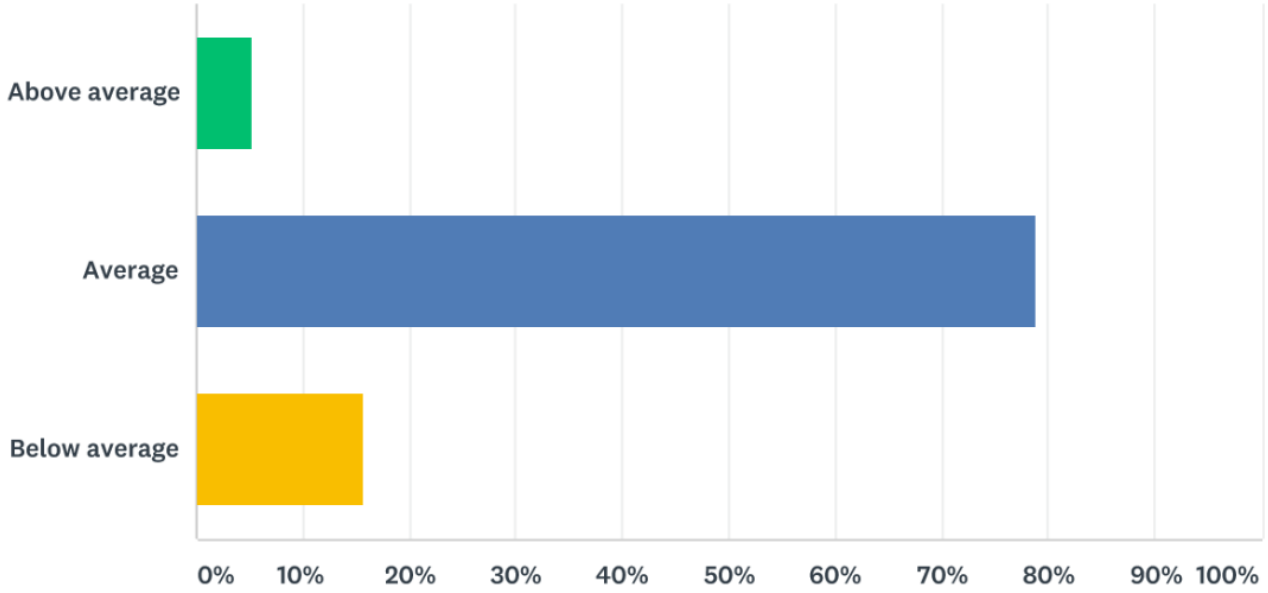
Comments (6)

Comments located on
the Word addendum

Q6 How functional is the current Board Governance structure in terms of work flow, information sharing, engagement, decision making etc.?

QUESTION 6

Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Above average	5.26%	1
Average	78.95%	15
Below average	15.79%	3
TOTAL		19

Additional Comments may be located in the Word addendum

Top 4 Focus Area Priorities?

QUESTION 7

	MOST IMPORTANT	SECOND MOST IMPORTANT	THIRD MOST IMPORTANT	FOURTH MOST IMPORTANT	N/A	TOTAL	WEIGHTED AVERAGE
Succession Planning	16.67% 3	5.56% 1	22.22% 4	50.00% 9	5.56% 1	18	3.12
Leadership Development	6.25% 1	0.00% 0	68.75% 11	25.00% 4	0.00% 0	16	3.13
Performance Evaluation	41.18% 7	47.06% 8	5.88% 1	5.88% 1	0.00% 0	17	1.76
Engagement in Programs / Services	42.11% 8	47.37% 9	5.26% 1	5.26% 1	0.00% 0	19	1.74

Additional Comments located in the Word addendum

Top 3 Stakeholders – First Choice

QUESTION 8a



- DOES (2)
- UDC
- Employers
- Consortium of Universities of the Metropolitan Washington Area
- Deputy Mayor Snowden and UDC-CC
- Hospitality Industry
- Building Trades Unions
- Private Industry
- University of the District of Columbia Community College
- Other Universities
- Business (High Growth Sectors) Leaders
- Every member is important. Every member is responsible. Every member should be engaged.
- Chambers of Commerce
- Community Colleges

Top 3 Stakeholders – Second Choice

QUESTION 8b



- OSSE
- ETPL Organizations
- D.C. Hospital Association
- Workforce Training Providers
- Construction Industry
- Council Members
- Companies like WeWork and Small Tech Companies that have large footprint
- Hotel Industry
- Health care beyond Sibley
- District Residents (especially East of the River &Ward 5)
- Universities and Colleges
- One-Stop Operator

Top 3 Stakeholders – Third Choice

QUESTION 8c

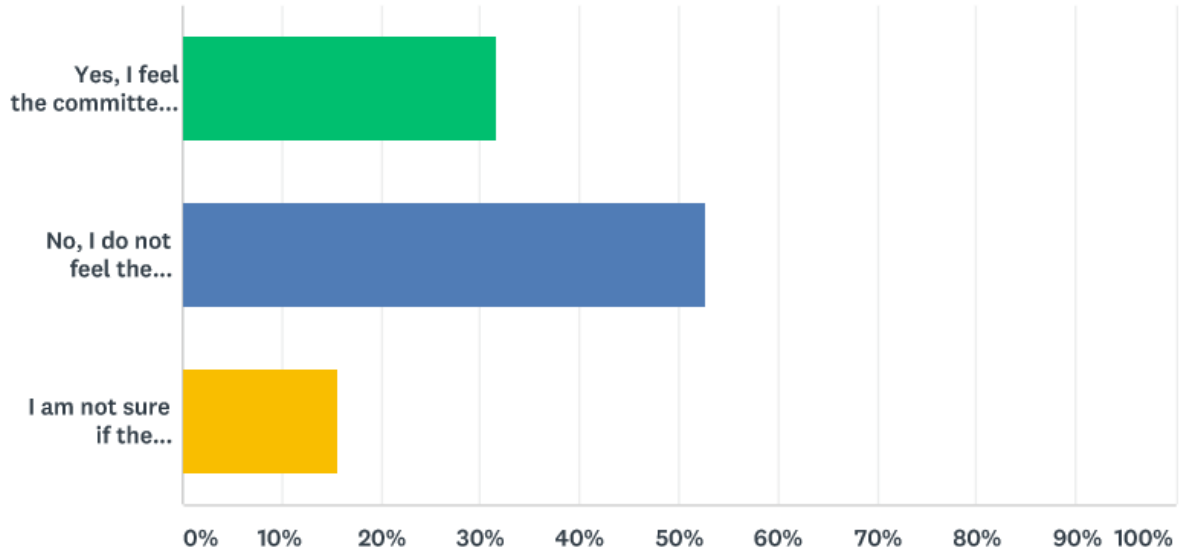


- Employers
- Unemployed / under employed residents
- Federal Office of Personnel Management
- Healthcare Industry
- Mix of medium and large businesses like Goodwill Pepco, AT&T, Comcast, Verizon, banks, etc.
- Restaurant Industry
- Gov't Agency Leaders (DOES, HHS, etc...) and Non-profit Providers
- Larger IT companies
- Local Business

Q9 WIOA regulations require that certain areas must be addressed through designated standing committees. Do you feel the current committee structure addresses the needs of the WIC and that there is adequate distribution of responsibilities that leads to effective decision making?

QUESTION 9

Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, I feel the committee structure addresses the WIC needs and that there is an adequate distribution of responsibilities.	31.58%	6
No, I do not feel the committee structure addresses the WIC needs and / or there is an inadequate distribution of responsibilities.	52.63%	10
I am not sure if the committee structure addresses the WIC needs, or if there is an adequate distribution of responsibilities.	15.79%	3
TOTAL		19

Top Three Organization Challenges – # 1

QUESTION 10 a



- Developing a systems approach to workforce activities
- Knowledgeable Members
- Need to engage employers
- Lack of Strategic Direction
- The WIC benefits from a wide-cross section of interested and engaged industry partners and from a reasonably well-funded workforce system.
- Data Distribution
- Board too large
- Is it relevant and to whom?
- Oversight and alignment both local and federal workforce dollars through WIC Board to maximize public funds to keep DC residents employed and employers hiring
- A lot of moving parts
- Lack of a performance dashboard
- Divisiveness
- Board management, trust, and respect
- Transparency
- Focusing efforts on future employment opportunities
- Relationship with DC Mayors and other Departments

Top Three Organization Challenges – # 2

QUESTION 10 b



- Philanthropic community partnerships
- Marketing of Services
- Staying focused on its mission and managing politics
- Transparency around outcomes and performance
- Need for more communication in between meetings
- Cross Communication/updates
- Changes in leadership and staff
- Aligning all DC agencies who are part of the workforce system
- Doing anything to improve the workforce development system and move DC residents into jobs
- The current board composition does not prioritize private sector engagement/input
- Transparency
- The WIC has challenges reducing barriers to employment with our largest employers, including the treatment of criminal records and expectations for previous experience or higher education.
- Employer Engagement
- Lack of performance evaluation to drive programmatic decision-making
- Commitment to the mission
- Better/more efficient linkages to services and supports for residents and employers

Top Three Organization Challenges – # 3

QUESTION 10 c

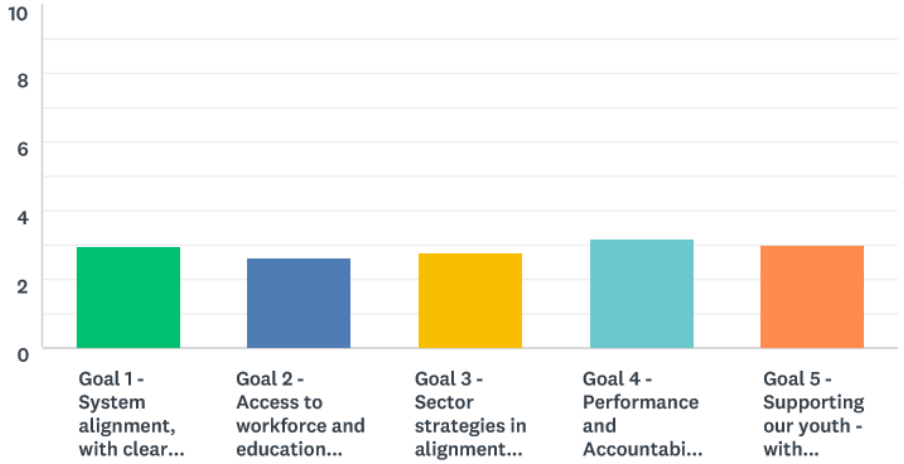


- Development of a shared roadmap/plan
- Lack of sector-based workforce development strategy for each of high-demand sector
- Attendance
- Fewer consultants and staff and more employers
- The WIC Board is still finding its place and its role in the functioning and oversight of our workforce system. To be successful, it will have to improve the productivity of its partnership with the core workforce agencies.
- Government representatives appear to drive the agenda
- Opportunity: an engaged board eager to determine the best use of their resources/time
- Is it meeting the needs of the employer community by ensuring access to a quality workforce?
- Creating workforce policy that addresses the needs of DC job seekers as jobs are becoming more highly skilled while others are becoming obsolete through technology
- Feels like somethings are decided before discussion.
- Representation of District Residents East of the River on the Board
- Personal Agendas
- Transparency about policy and budget making decision
- Workforce as a priority for the District
- Increased employer engagement for targeted industry sectors
- Data

Q11 Rank the five adopted WIOA Unified State Plan goals in order of priority from the most to least important. (Refer to page 6 in the Strategic Plan for more details)

QUESTION 11

Answered: 19 Skipped: 0



	MOST IMPORTANT	SECOND MOST IMPORTANT	THIRD MOST IMPORTANT	FOURTH MOST IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Goal 1 - System alignment, with clearly defined roles and integrated services	22.22% 4	16.67% 3	27.78% 5	11.11% 2	22.22% 4	18	2.94
Goal 2 - Access to workforce and education services - regardless of skill level, ability or disability	33.33% 6	5.56% 1	27.78% 5	27.78% 5	5.56% 1	18	2.67
Goal 3 - Sector strategies in alignment with business needs in the District	22.22% 4	33.33% 6	0.00% 0	33.33% 6	11.11% 2	18	2.78
Goal 4 - Performance and Accountability through standardized methodologies	11.11% 2	27.78% 5	16.67% 3	16.67% 3	27.78% 5	18	3.22
Goal 5 - Supporting our youth - with education and training toward competitive employment	16.67% 3	22.22% 4	27.78% 5	11.11% 2	22.22% 4	18	3.00

Additional Comments may be located in the Word addendum

Top Four WIOA Plan Operational Elements

QUESTION 12

	TOP PRIORITY	SECOND HIGHEST PRIORITY	THIRD HIGHEST PRIORITY	FOURTH HIGHEST PRIORITY	TOTAL	WEIGHTED AVERAGE
Build out the existing Data Vault to include all workforce system partners	46.15% 6	30.77% 4	7.69% 1	15.38% 2	13	1.92
Integrate TANF (Temporary Assistance to Needy Families) into the American Job Center Network	10.00% 1	40.00% 4	20.00% 2	30.00% 3	10	2.70
Expand outreach through the Workforce on Wheels Mobile One Stop and Satellite Offices	14.29% 1	28.57% 2	28.57% 2	28.57% 2	7	2.71
Expand education, training and transition services by broadening base of providers	22.22% 2	44.44% 4	11.11% 1	22.22% 2	9	2.33
Strengthen District agency and CBO partnerships to improve barrier remediation services	16.67% 2	33.33% 4	33.33% 4	16.67% 2	12	2.50
Create more opportunities for youth to pursue education and career	25.00% 3	16.67% 2	33.33% 4	25.00% 3	12	2.58

New Priorities Needed?

QUESTION 13

7 Responses: 3 said no

Additional Answers / Comments:

- The list above is incomplete compared to the state plan.
- The WIC Board should work with businesses to identify where there are unnecessary barriers to employment for District residents and connect them with training and education providers they can trust to provide a pipeline of viable candidates.
- The WIC is doing a great job ensuring we meet federal rules and this questionnaire is a great tool to get us moving forward. I don't think we have the bandwidth to take on NEW priorities! The WIC should be doing more to help the City put the pedal to metal on some of these priorities that have been on our agenda for YEARS. We have been talking about Data Vault integration for at least 4-5 years and every presentation we get we hear "we are almost there!" but nothing ever comes of it. Where is the Board pressure to GET IT DONE. We are wasting so much time spinning our wheels on basic things that other places have figured out years ago. The data dashboard is another great example--we have been talking about that for THREE years and still have almost nothing to show for it. If I was forced to choose a new priority it would be evaluating the WIC's impact (not DOES, other agency, or member contributions--the WIC's actual impact)--what has it accomplished beyond meetings and bringing on new Board members?

Could By-Laws be Improved?

QUESTION 14

Summary

- Conflict of interest provision. Should be more specific
- Clarify Article IV - Purpose of the WIC
- More discussion needed about how decisions are made
- More focus on continuous improvement and performance outcomes
- Operational Procedures. Should specify that all voting items be distributed in writing at least 7 days in advance of a vote.
- Article VI - Membership - Should clarify in the lead-in language
- Identifying ways in which the District can foster regional cooperation with the local and state workforce boards in the jurisdictions surrounding the District to develop and implement mutually beneficial workforce development approach.

Additional Comments are located in the Word addendum

DC WORKFORCE INVESTMENT COUNCIL

BOARD SURVEY RESULTS – AUGUST 20 , 20 18



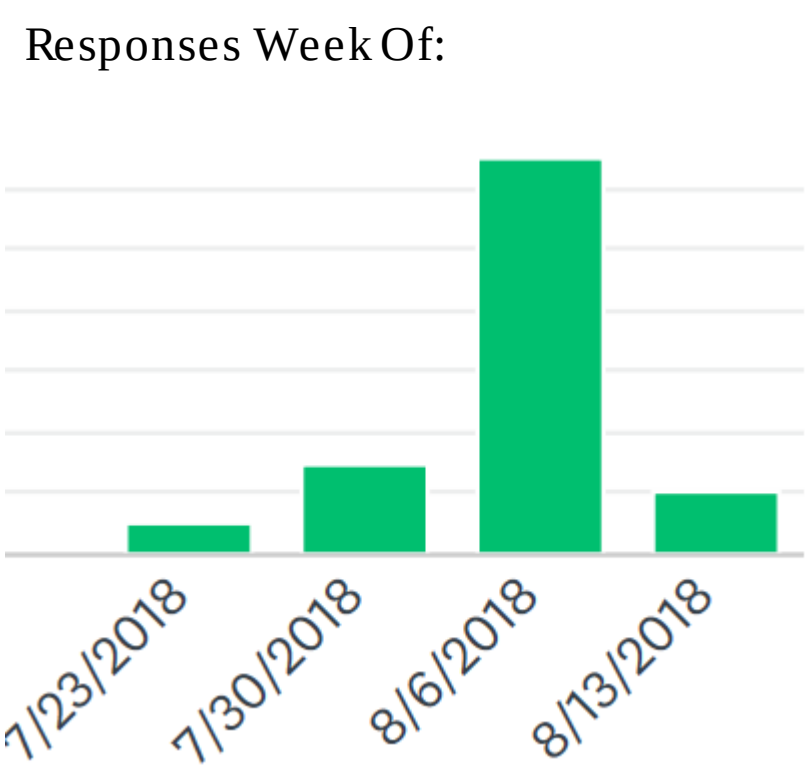
TOTAL RESPONSES AS OF 8/17/18 CLOSING DATE

19 Responses

54.3% of 35 sent

95% Individual Completion Rate

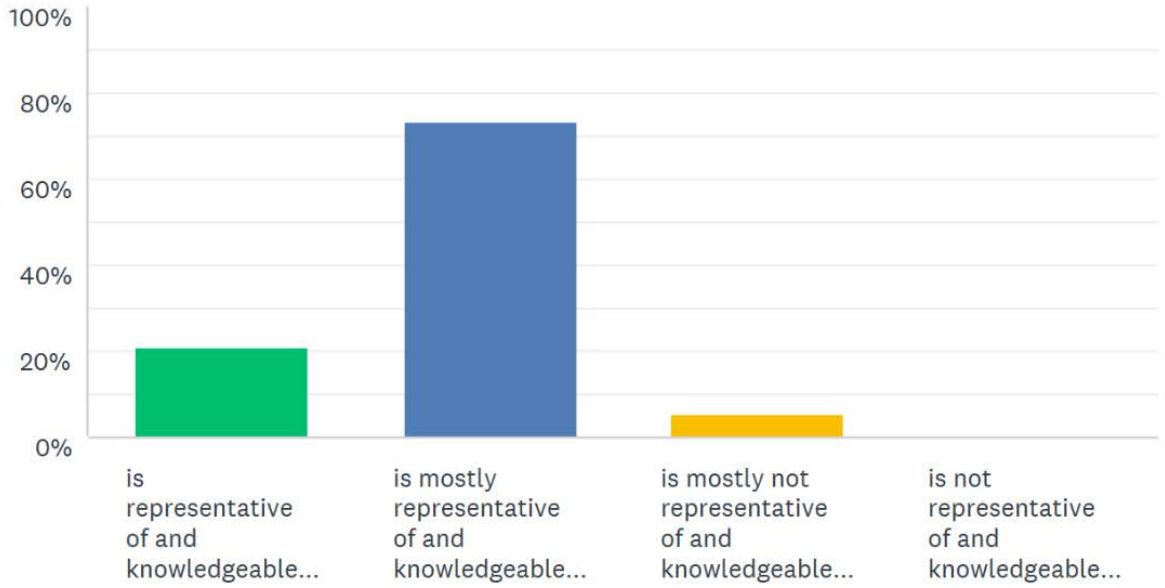
Avg. Time Spent on Survey – 12 minutes



How would you rate the current Board makeup and profile of its members?

QUESTION 1

Answered: 19 Skipped: 0



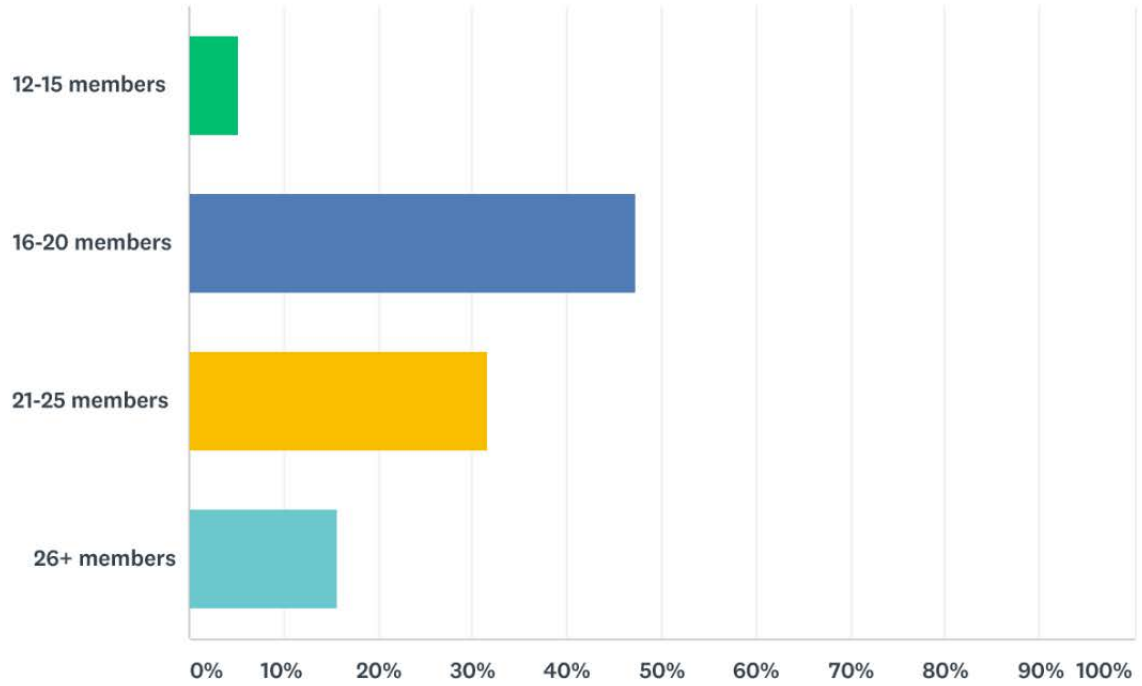
ANSWER CHOICES	RESPONSES	
is representative of and knowledgeable about the community it serves	21.05%	4
is mostly representative of and knowledgeable about the community it serves	73.68%	14
is mostly not representative of and knowledgeable about the community it serves	5.26%	1
is not representative of and knowledgeable about the community it serves	0.00%	0
TOTAL		19

Additional Comments may be located on the Word addendum

QUESTION 2

Q2 What is the best size for the Board be to be representative, functional and effective?

Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
12-15 members	5.26%	1
16-20 members	47.37%	9
21-25 members	31.58%	6
26+ members	15.79%	3
TOTAL		19

Additional Comments may be located on the Word addendum

Top Roles / Responsibilities of the Board

QUESTION 3

ANSWER CHOICES	RESPONSES	
Being an ambassador of the mission	70.59%	12
Leveraging your network	52.94%	9
Working with District Legislators in supporting our outreach	11.76%	2
Supporting advocacy related events	17.65%	3
Helping to make funding allocation decisions	5.88%	1
Providing your personal expertise (i.e. finance, IT, Marketing, etc.)	52.94%	9
Raising capital by cultivating or stewarding fundraising events	0.00%	0
Assisting at events	11.76%	2
Other (describe below)	29.41%	5
Total Respondents: 17		

Comments (10)

Comments located in the Word addendum

2 people skipped this question.

Do You Receive Enough Information?

QUESTION 4

ANSWER CHOICES	RESPONSES	
I receive too much information to be effective	0.00%	0
I receive an adequate amount of information to be effective	10.53%	2
I am not sure	10.53%	2
No, I recieve some information, but it is not enough	52.63%	10
No, I do not receive enough information to be effective	26.32%	5
TOTAL		19

Comments (8)

Comments located in the Word addendum

Best Ways to Build WIC Knowledge?

QUESTION 5

ANSWER CHOICES	RESPONSES	
Thorough orientation sessions and retreats	47.37%	9
In-person workshops on various topics	15.79%	3
Online webinars or workshops on various topics	10.53%	2
A monthly newsletter or update	47.37%	9
Site visits to the American Job Centers	0.00%	0
Stakeholder / customer roundtables	36.84%	7
Total Respondents: 19		

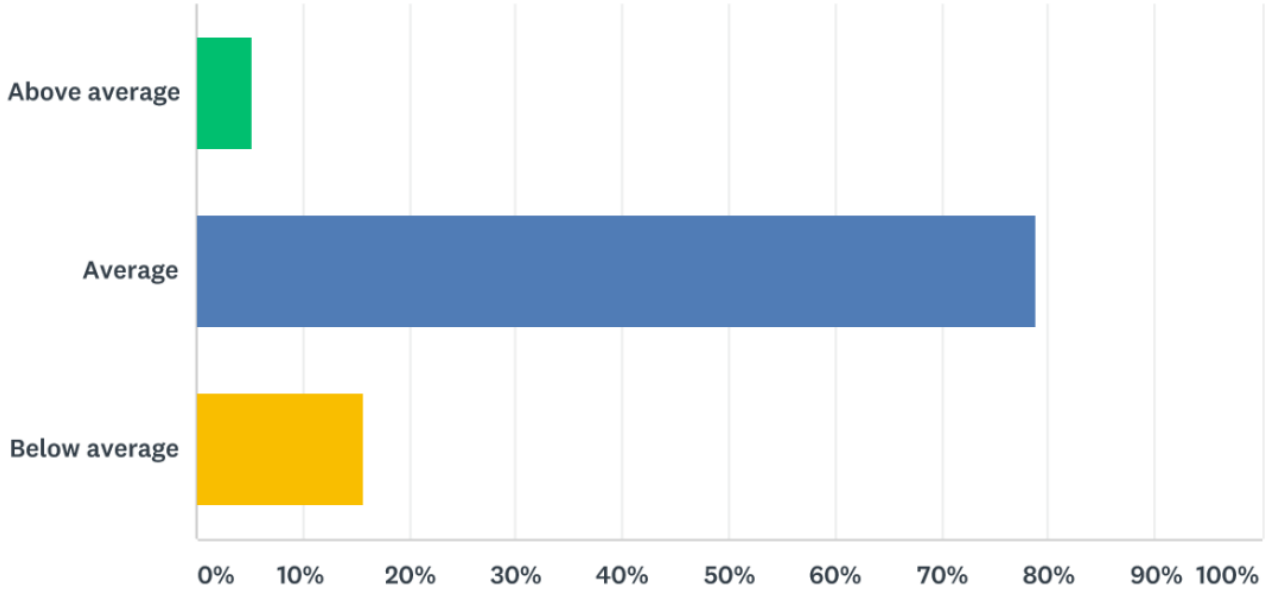
Comments (6)

Comments located on
the Word addendum

Q6 How functional is the current Board Governance structure in terms of work flow, information sharing, engagement, decision making etc.?

QUESTION 6

Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Above average	5.26%	1
Average	78.95%	15
Below average	15.79%	3
TOTAL		19

Additional Comments may be located in the Word addendum

Top 4 Focus Area Priorities?

QUESTION 7

	MOST IMPORTANT	SECOND MOST IMPORTANT	THIRD MOST IMPORTANT	FOURTH MOST IMPORTANT	N/A	TOTAL	WEIGHTED AVERAGE
Succession Planning	16.67% 3	5.56% 1	22.22% 4	50.00% 9	5.56% 1	18	3.12
Leadership Development	6.25% 1	0.00% 0	68.75% 11	25.00% 4	0.00% 0	16	3.13
Performance Evaluation	41.18% 7	47.06% 8	5.88% 1	5.88% 1	0.00% 0	17	1.76
Engagement in Programs / Services	42.11% 8	47.37% 9	5.26% 1	5.26% 1	0.00% 0	19	1.74

Additional Comments located in the Word addendum

Top 3 Stakeholders – First Choice

QUESTION 8a



- DOES (2)
- UDC
- Employers
- Consortium of Universities of the Metropolitan Washington Area
- Deputy Mayor Snowden and UDC-CC
- Hospitality Industry
- Building Trades Unions
- Private Industry
- University of the District of Columbia Community College
- Other Universities
- Business (High Growth Sectors) Leaders
- Every member is important. Every member is responsible. Every member should be engaged.
- Chambers of Commerce
- Community Colleges

Top 3 Stakeholders – Second Choice

QUESTION 8b



- OSSE
- ETPL Organizations
- D.C. Hospital Association
- Workforce Training Providers
- Construction Industry
- Council Members
- Companies like WeWork and Small Tech Companies that have large footprint
- Hotel Industry
- Health care beyond Sibley
- District Residents (especially East of the River &Ward 5)
- Universities and Colleges
- One-Stop Operator

Top 3 Stakeholders – Third Choice

QUESTION 8c

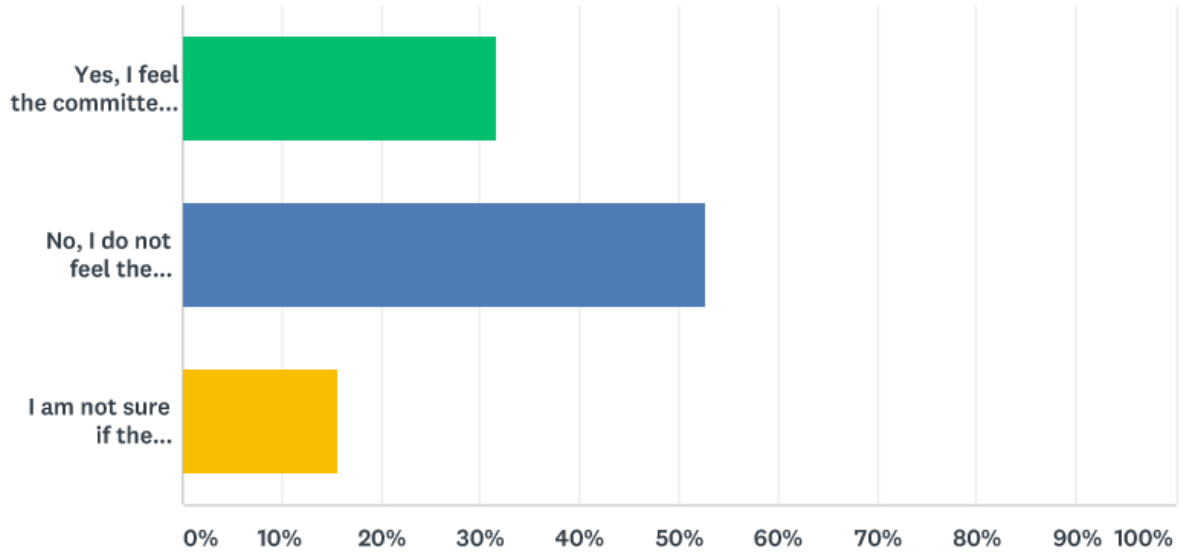


- Employers
- Unemployed / under employed residents
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- Mix of medium and large businesses like Goodwill Pepco, AT&T, Comcast, Verizon, banks, etc.
- Restaurant Industry
- Gov't Agency Leaders (DOES, HHS, etc...) and Non-profit Providers
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Q9 WIOA regulations require that certain areas must be addressed through designated standing committees. Do you feel the current committee structure addresses the needs of the WIC and that there is adequate distribution of responsibilities that leads to effective decision making?

QUESTION 9

Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, I feel the committee structure addresses the WIC needs and that there is an adequate distribution of responsibilities.	31.58%	6
No, I do not feel the committee structure addresses the WIC needs and / or there is an inadequate distribution of responsibilities.	52.63%	10
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Top Three Organization Challenges – # 1

QUESTION 10 a



- Developing a systems approach to workforce activities
- Knowledgeable Members
- Need to engage employers
- Lack of Strategic Direction
- The WIC benefits from a wide-cross section of interested and engaged industry partners and from a reasonably well-funded workforce system.
- Data Distribution
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- A lot of moving parts
- Lack of a performance dashboard
- Divisiveness
- Board management, trust, and respect
- Transparency
- Focusing efforts on future employment opportunities
- Relationship with DC Mayors and other Departments

Top Three Organization Challenges – # 2

QUESTION 10 b



- Philanthropic community partnerships
- Marketing of Services
- Staying focused on its mission and managing politics
- Transparency around outcomes and performance
- Need for more communication in between meetings
- Cross Communication/updates
- Changes in leadership and staff
- Aligning all DC agencies who are part of the workforce system
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- The WIC has challenges reducing barriers to employment with our largest employers, including the treatment of criminal records and expectations for previous experience or higher education.
- Employer Engagement
- Lack of performance evaluation to drive programmatic decision-making
- Commitment to the mission
- Better/more efficient linkages to services and supports for residents and employers

Top Three Organization Challenges – # 3

QUESTION 10 c

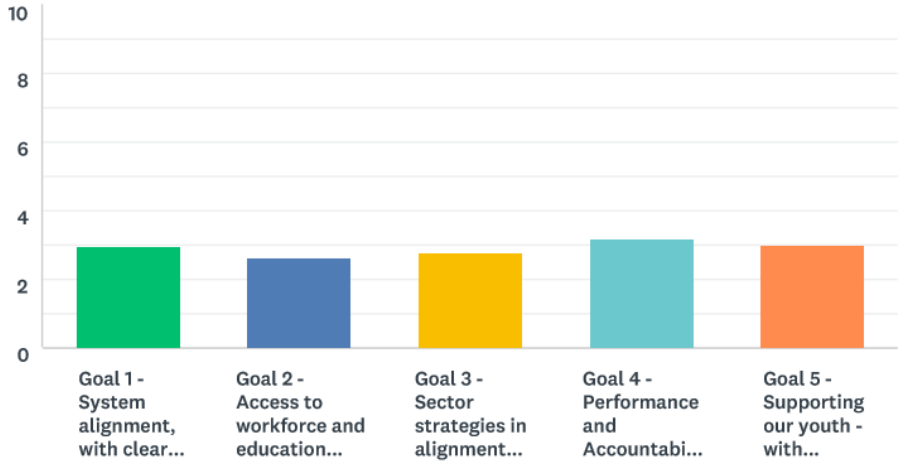


- Development of a shared roadmap/plan
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Q11 Rank the five adopted WIOA Unified State Plan goals in order of priority from the most to least important. (Refer to page 6 in the Strategic Plan for more details)

QUESTION 11

Answered: 19 Skipped: 0



	MOST IMPORTANT	SECOND MOST IMPORTANT	THIRD MOST IMPORTANT	FOURTH MOST IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
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Goal 3 - Sector strategies in alignment with business needs in the District	22.22% 4	33.33% 6	0.00% 0	33.33% 6	11.11% 2	18	2.78
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Additional Comments may be located in the Word addendum

Top Four WIOA Plan Operational Elements

QUESTION 12

	TOP PRIORITY	SECOND HIGHEST PRIORITY	THIRD HIGHEST PRIORITY	FOURTH HIGHEST PRIORITY	TOTAL	WEIGHTED AVERAGE
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Strengthen District agency and CBO partnerships to improve barrier remediation services	16.67% 2	33.33% 4	33.33% 4	16.67% 2	12	2.50
Create more opportunities for youth to pursue education and career	25.00% 3	16.67% 2	33.33% 4	25.00% 3	12	2.58

New Priorities Needed?

QUESTION 13

7 Responses: 3 said no

Additional Answers / Comments:

- The list above is incomplete compared to the state plan.
- The WIC Board should work with businesses to identify where there are unnecessary barriers to employment for District residents and connect them with training and education providers they can trust to provide a pipeline of viable candidates.
- The WIC is doing a great job ensuring we meet federal rules and this questionnaire is a great tool to get us moving forward. I don't think we have the bandwidth to take on NEW priorities! The WIC should be doing more to help the City put the pedal to metal on some of these priorities that have been on our agenda for YEARS. We have been talking about Data Vault integration for at least 4-5 years and every presentation we get we hear "we are almost there!" but nothing ever comes of it. Where is the Board pressure to GET IT DONE. We are wasting so much time spinning our wheels on basic things that other places have figured out years ago. The data dashboard is another great example--we have been talking about that for THREE years and still have almost nothing to show for it. If I was forced to choose a new priority it would be evaluating the WIC's impact (not DOES, other agency, or member contributions--the WIC's actual impact)--what has it accomplished beyond meetings and bringing on new Board members?

Could By-Laws be Improved?

QUESTION 14

Summary

- Conflict of interest provision. Should be more specific
- Clarify Article IV - Purpose of the WIC
- More discussion needed about how decisions are made
- More focus on continuous improvement and performance outcomes
- Operational Procedures. Should specify that all voting items be distributed in writing at least 7 days in advance of a vote.
- Article VI - Membership - Should clarify in the lead-in language
- Identifying ways in which the District can foster regional cooperation with the local and state workforce boards in the jurisdictions surrounding the District to develop and implement mutually beneficial workforce development approach.

Additional Comments are located in the Word addendum

U.S. Department of Labor

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

Reply to the attention of: 2-LM-tw
Serial # FY19-054

November 30, 2018

Brenda Donald
Interim Deputy Mayor for Greater Economic Opportunity
Government of the District of Columbia
2235 Shannon Place SE
Washington, DC 20020

RE: Workforce Innovation and Opportunity Act (WIOA) One Stop Operator (OSO) / American Job Center (AJC) Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA) Enhanced Desk Monitoring Review (EDMR)

Dear Interim Deputy Mayor Donald:

During the period October 15, 2018 to October 25, 2018, the U.S. Department of Labor (DOL), Employment and Training Administration (ETA) conducted an Enhanced Desk Monitoring Review of the District of Columbia's (the District) Workforce Innovation and Opportunity Act (WIOA) One Stop Operator / American Job Center Memoranda of Understanding and Infrastructure Funding Agreements for the grants that follow.

WIOA	Wagner-Peyser (W-P)
AA-28309-16-55-A-11	ES-29404-16-55-A-11
AA-30965-17-55-A-11	ES-30981-17-55-A-11
	ES-31840-18-55-A-11

Please express my gratitude to your staff for their assistance during this review. Please submit a response to the findings outlined in this report to R2MonitoringReports@dol.gov by December 31, 2018. If you have any questions, please contact Tobby Willis by email at willis.tobby@dol.gov or by phone at (215) 861-5524.

Sincerely,

LEO MILLER
Regional Administrator

cc: // Ahnna Smith, Director, D.C. Workforce Investment Council
Unique Morris-Hughes, Acting Director, DOES

EXECUTIVE SUMMARY

The review resulted in three findings.

Finding One: Memoranda of Understanding are missing required signatures.

Finding Two: Memoranda of Understanding do not include an infrastructure and shared services budget contributions.

Finding Three: The District does not have policies and procedures in place to comply with the Infrastructure Funding Agreement portion of the Memorandum of Understanding for the One Stop Delivery System.

Please note that the review did not cover any areas outside the defined scope. Although no material issues came to the reviewer's attention other than those contained in this report, there is no assurance that other issues may not exist.

SCOPE OF REVIEW

Dates of Review:
October 15, 2018 to October 25, 2018

Exit Conference:
November 8, 2018

Reviewers:
Stephen Duval, Chief, Division of Workforce Investment
Tobby E. Willis, Federal Project Officer

Attendees at Exit Conference:

Brenda Donald, Interim Deputy Mayor for Greater Economic Opportunity
Jason Yuckenberg, Chief of Staff
Unique Morris-Hughes, Acting Director, D.C. Department of Employment Services (DOES)
Todd Lang, Director, D.C. Workforce Investment Council (WIC)
Diane Pabich, Deputy Director, D.C. WIC
Jennifer Friedman, Director, Office of State Systems
Tobby Willis, Federal Project Officer, ETA

Purpose of Review:
The purpose of ETA's review was to determine if the grants/program are operating in compliance with all applicable Federal requirements, to measure progress towards meeting goals, and to provide technical assistance.

Grants/Program Reviewed:

Workforce Innovation and Opportunity Act
Wagner-Peyser

Time Period for Review:
October 15, 2018 to October 25, 2018

Tool Used for Review:
ETA Core Monitoring Guide
Applicable WIOA Regulations and Training and Employment Guidance Letters (TEGL)

FINDINGS AND AREA OF CONCERN

The following section lists the findings identified during the review.

FINDINGS

Finding 1: Memoranda of Understanding are missing required signatures.

Indicator: 1.b.3: Partnerships and 1.b.4: Required One-Stop Partner

Condition: The District's MOU documents were signed by the Workforce Investment Council (WIC) Director, one-stop partner agency head, and the Department of Employment Services (DOES) Director. There was no signature line nor signature for the Chief Elected Official (CEO).

Cause: The cause of the missing CEO signature occurrence is indeterminate.

Criteria: The regulations at 20 CFR § 678.500 require that "[w]hen fully executed, the MOU must contain the signatures of the Local WDB, one-stop partners, the chief elected official(s), and the time period in which the agreement is effective."

Corrective Action: ETA acknowledges the District's November 20, 2018 submission of additional support documentation. An assessment of the additional documents did not resolve the deficiencies ETA noted during the review. ETA will consider this finding resolved when the District provides MOUs that comply with the regulations, to include, the required signatures.

Finding 2: Memoranda of Understanding do not include an infrastructure and shared services budget contributions.

Indicator: 1.b.3: Partnerships and 1.b.4: Required One-Stop Partner

Condition: The DOES MOU did not contain any language nor references that incorporated or referenced the infrastructure and shared services budget document provided to ETA. A document entitled *IFA & Shared Systems Allocation Costs per Required Program* showed no connection to the MOU, to include partner agency agreement to its content. Additionally, the document included language that directed partners with a virtual presence in the American Job Center (AJC) to provide the WIC and DC Office of Chief Financial Officer with their in-kind contributions. However, there was no indication of which partners were virtual. Finally, the

mandatory partners D.C. Housing Authority and YouthBuild partners were not in the spreadsheet nor were there any in-kind explanations/values.

Cause: The MOU, signed by individual partners did not reference by attachment or inclusion the infrastructure and shared services budget.

Criteria: The regulations at 20 CFR § 678.755 require the MOU to contain "... an infrastructure and shared services budget that will be periodically reconciled against actual costs incurred and adjusted accordingly to ensure that it reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to its use of the one-stop center and relative benefit received, and that complies with 2 CFR part 200 (or any corresponding similar regulation or ruling)". All AJC partners, whether required or additional, must contribute to infrastructure costs of the center (TEGL 17-16, p. 6). In-kind AJC infrastructure contributions must be fairly evaluated and agreed upon in their fair market value or fair rental value. Non-cash and in-kind contributions must be consistent with 2 CFR 200.306 and regularly reconciled to ensure the partner's proportionate share is met (TEGL 17-16, p. 15). As outlined in Training and Employment Guidance Letter (TEGL) 17-16 Attachment II, the infrastructure funding agreement is part of the MOU; it is not a separate document.

Corrective Action: ETA acknowledges the District's November 20, 2018 submission of additional support documentation. An assessment of the additional documents did not resolve the deficiencies ETA noted during the review. ETA will consider this finding resolved when the District provides MOUs that comply with the regulations, to include an infrastructure and shared services budget for every mandatory partner, including those with a virtual presence.

Finding 3: The District does not have policies and procedures in place to comply with the Infrastructure Funding Agreement portion of the Memorandum of Understanding for the One Stop Delivery System.

Indicator: 1.b.3: Partnerships and 1.b.4: Required One-Stop Partner

Condition: The District's WIOA Workforce Implementation Guidance Letter (WIGL) for WIOA Memorandum of Understanding & Resource Sharing Agreements: DC-WGIL-2018-01-WIOA-MOU-RSA was dated October 19, 2018 the same day ETA requested District documents for the EDMR. The MOUs containing the IFA were signed and dated before the policy date. The policy document includes an endorsement to indicate that the policy was vetted/implemented. This policy did not appear on the WIC's website during this review. No guidance for the development of the District's IFA was in place prior to the timing of when the documents were signed.

Cause: The cause of the policy missing endorsement/vetting is indeterminate.

Criteria: The Training and Employment Guidance Letter (TEGL) 17-16 requires implementation of local and state funding mechanisms by July 1, 2017. The regulations at 20 CFR § 678.705 outline the policies governors' must institute in funding the one-stop.

Corrective Action: ETA will consider this finding resolved when the District provides evidence that required IFA policies compliant with the regulations, that they were vetted, implemented, and disseminated per District processes.

MEMORANDUM OF UNDERSTANDING
BETWEEN
DISTRICT OF COLUMBIA
DEPARTMENT OF EMPLOYMENT SERVICES
AND
DEPARTMENT OF SMALL AND LOCAL BUSINESS DEVELOPMENT

I. INTRODUCTION

This Memorandum of Understanding (MOU) is entered into by the District of Columbia Department of Employment Services (DOES), the Workforce Investment Council (WIC) and the Department of Small and Local Business Development (DSLBD), referred to individually as "Party" and collectively as "Parties".

DOES provides comprehensive employment services to ensure a competitive workforce, full employment, life-long learning, economic stability and the highest quality of life for all District residents.

Through the Division of State Initiatives (DSI), DOES operates a number of transitional employment programs targeting individuals with multiple barriers to employment. Through specialized training, supportive services, job coaching, and placement assistance, DSI staff works collectively to move residents into suitable employment and to facilitate achievement of long term self-sufficiency.

DSLBD supports the development, economic growth, and retention of District-based businesses, and promotes economic development throughout the District's commercial districts.

II. GOALS AND OBJECTIVES

The purpose of this MOU is to transfer funding and develop requirements for the Clean DC program (Clean DC) that will train eligible participants to perform commercial and residential cleaning and maintenance services throughout the District of Columbia.

This includes public space, specifically; residential areas, sidewalks and storefronts in underserved and underrepresented communities. Also, any other areas the Parties deem necessary for the growth and success of the program will be incorporated. Specific project goals include:

- Training participants to perform commercial and residential cleaning and maintenance services.
- Reducing litter, graffiti and posters to lessen the perception of an unsafe commercial area.
- Maintaining an attractive tree canopy including landscaping along the corridor.
- Supporting DC's sustainability goals by recycling, mulching street trees, and using eco-friendly supplies.
- Reducing storm-water pollution generated by the District's commercial districts.

Additionally, Clean DC will provide gainful training and employment opportunities for District residents successfully completing life skills and work readiness training through the DOES DSI.

III. SCOPE OF SERVICES

Pursuant to the applicable authorities and in furtherance of the shared goals of the Parties to carry out the purpose of this MOU expeditiously and economically, the Parties agree:

A. DOES DSI shall:

1. Provide funding, not to exceed $250,000.00, to be utilized for execution of the Clean DC program.

2. Coordinate the referral process for 10 Clean DC hires through the pool of DOES DSI participants.

3. Designate a retention specialist to assist participants in maintaining successful employment.

4. Meet with DSLBD, as required, to discuss MOU requirements and coordination of services.

5. Provide training/technical assistance relating to DOES DSI program operations, as requested by DSLBD.

B. DSLBD shall:

1. Maintain all aspects of Clean DC ensuring compliance with DOES DSI operational policies and procedures.

2. Perform the following activities related to the Clean DC grant process:

    - Develop grant oversight, selection, and award process for 4 Clean DC Teams which will be made up of up to 5 members each to align with DSLBD Processes for DC Clean Teams.
    - Manage grant distribution and monitoring.
    - Provide educational support, technical assistance and oversight to grantees to ensure compliance with the grant award.

3. Maintain requirements for DOES DSI service delivery coordination including protocols associated with participants hired.

4. Select in partnership with DOES the location for Clean DC.

C. WIC shall:

1. Provide funding, not to exceed $200,000.00, to be utilized for execution of Clean DC.

IV. DURATION OF THE MOU

This MOU shall become effective on the date of the final signature of all Parties. The duration of the MOU shall be from date of execution through September 30, 2018, unless terminated in writing by the Parties prior to the expiration.

V. AUTHORITY FOR MOU

D.C. Official Code 1-301.01(k), and any other authority under the Parties' programs.

VI. FUNDING PROVISIONS

A. COST OF SERVICES

1. Total cost for services under this MOU shall not exceed $450,000.00 for Fiscal Year 2018. Funding and payment for the services shall not exceed the actual cost of the goods and services, including labor, materials and overhead. Please see ESTIMATED PROGRAM BUDGET and ELIGIBLE COSTS, Attachment A.

B. PAYMENT

1. Payment for all goods and services shall be made through Intra-District transfer from DOES to DSLBD based on the total amount of costs established in this MOU or the actual cost of services, whichever is less.

2. The Parties' Directors or their designees shall resolve all adjustments and disputes arising from services performed under this MOU. In the event that the Parties are unable to resolve a financial issue, the matter shall be referred to the D.C. Office of Financial Operations and Systems.

3. DOES shall ensure that any transfer made under this MOU complies with local, statutory and regulatory requirements, and be consistent with the terms of this MOU.

VII. ANTI-DEFICIENCY ACT

The Parties acknowledge and agree that their respective obligations to fulfill financial obligations of any kind pursuant to any and all provisions of this MOU, or any subsequent agreement entered into by the parties pursuant to this MOU, are and shall remain subject to the provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§1341, 1342, 1349, 1351, (ii) the District of Columbia Anti-Deficiency Act, D.C. Official Code §§ 47-355.01-355.08 , (iii) D.C. Official Code § 47-105, and (iv) D.C. Official Code § 1-204.46, as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

VIII. PROTECTION OF SENSITIVE INFORMATION

The Parties shall comply with all applicable laws, regulations, and rules whether now in force or hereafter enacted or promulgated, including the Federal and District of Columbia laws governing the disclosure of information or records.

IX. RECORDS AND REPORTS

DSLBD shall maintain records and receipts for expenditure of all funds provided for a minimum of 3 years from the date of expiration or termination of the MOU and upon the District's request,

make these documents available for inspection by duly authorized representatives of DOES and other officials as may be specified by the District of Columbia at its sole discretion

X. MODIFICATIONS AND EXTENSIONS

The terms and conditions of this MOU may be modified only upon prior written agreement by the Parties.

Modification or extension of this MOU shall be in writing, in the form of an amendment signed and dated by authorized representatives of each of the Parties.

XI. TERMINATION

Either Party may terminate this MOU any time by giving 90 days written notice to the other Party and a written report on the status of all participants receiving services, pursuant to this MOU. This MOU may also be terminated immediately by either Party for the following reasons:

1. Lack of funding;
2. Changes in applicable law;
3. Lack of Congressionally approved budget;
4. Changes in District or federal policy affecting the services described in this MOU;
5. Changes in the structure or the nature of the program covered by this MOU;
6. Elimination of the program or services covered by this MOU; and
7. Failure of the either Party to comply with District and Federal laws, rules and regulations.

XII. NOTICE

The following individuals are the contact points for each Party under this MOU:

DOES: Joy Gregory, Program Manager
Division of State Initiatives
Department of Employment Services
4058 Minnesota Ave., NE
Washington, D.C 20019
(202) 899-3763 Office)
joy.gregory@dc.gov

DSLBD: Tene Dolphin, Deputy Director
Department of Small and Local Business Development
441 4th Street, N.E., Suite 850 North
Washington, D.C. 20001
tene.dolphin@dc.gov

XIII. MISCELLANEOUS

The Parties shall comply with all applicable laws, rules and regulations whether now in force or hereafter enacted or promulgated.

IN WITNESS WHEREOF, the Parties hereto have executed this MOU as follows:

Dr. Unique Morris-Hughes, Interim Director
Department of Employment Services

6/6/18
Date

Kristi Whitfield, Director
Department of Small and Local Business Development

6-7-18
Date

Todd Lang, Executive Director
Workforce Investment Council

6/7/18
Date

ATTACHMENT A

ESTIMATED PROGRAM BUDGET and ELIGIBLE COSTS

The total Grant Funds of $450,000.00 is based on the following not-to-exceed budget categories.

CATEGORY	APPROVED BUDGET	ELIGIBLE COST
Wages, Salary, and Fringe	$400,000.00	Wages and fringe for full or part time crew members and/or supervisors across four teams
Uniforms, Equipment, & Supplies	$10,000.00	Materials related to team member equipment such as bins, bags, and uniforms, gloves, etc.
Storage Fuel, & Truck Fees	$10,000.00	Allowable costs for mileage, parking, and equipment storage.
Grantee Administration Fee	$7,500.00	May include but are not limited to: grantee staff; accounting fee; bank account establishment and service fee; devices and service fee (e.g., cell and walkie-talkie service payments, approved by the DSLBD if calls were only related to the performance of the Grant); office equipment, office supplies; payroll processing services; insurance cost; and rent.
DSLBD Admin Fee	$22,500	Allocated to DSLBD to support and offset costs of grant management and oversight
Total Budget	**$450.000.00**	

The cost of services includes administrative expenses of 10% to cover administrative functions including procurement, payment processing, communication materials, coordination with the vendor, venue identification/coordination, and other requirements stipulated by DOES in providing technical assistance to vendors.

Given that Clean Team grantees are allowed to propose a budget amount under a cap for services, variances of up to 15% between categories of expenses would be are allowable without written permission from DOES. Greater variances at the time of award or final accounting would require a modification of this MOU.

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE DEPARTMENT OF GENERAL SERVICES
AND
THE WORKFORCE INVESTMENT COUNCIL

I. INTRODUCTION

This Memorandum of Understanding (MOU) is entered into between the **Workforce Investment Council** ("WIC" or "Seller"), and the **Department of General Services** ("DGS" or "Buyer"), collectively referred to herein as the "Parties."

II. PROGRAM GOALS AND OBJECTIVES

The Soccer Stadium Development Amendment Act of 2014 calls for the Mayor to implement a workforce intermediary program in connection with the development of the soccer stadium (the "**Soccer Stadium Legislation**").

WIC serves as the state workforce board, empowered to advise the Mayor on the development, implementation, and continued improvement of an innovative, integrated, and effective workforce development system. WIC is charged with assisting the Mayor and District agencies in developing a demand-driven system and programs to meet the workforce needs of business and industry, support career development and self-sufficiency, and enhance the productivity and competitiveness of the District's workforce.

In furtherance of the Soccer Stadium Legislation, DGS has agreed to the transfer of funds to WIC to fund the integration of successful partnership programs for construction and hospitality job placements. These funds will assist in the development of innovative programs that provide pre-apprenticeship, job training, and supportive services. The programs under this partnership shall include occupational job training and related series intended to assist District residents prepare for direct employment in the construction industry, hospitality industry and environmental service.

III. SCOPE OF SERVICES

Pursuant to the applicable authorities and in the furtherance of the shared goals of the Parties to carry out the purpose of this MOU expeditiously and economically, the Parties do hereby agree:

A. OBLIGATIONS/RESPONSIBILITIES

1. Obligations/Responsibilities of WIC:

a. WIC will used the funds received from DGS for the sole purpose of providing work based learning and support services to jobseekers in the

construction industry, hospitality industry and environmental service. WIC will be responsible for all workforce related activities including, but not limited to, screening and assessing eligible District residents for immediate job opportunities, managing the partnership programs, and identifying job placement opportunities and partners.

b. WIC shall train up to 100 District residents and place up to 50 of these individuals into eligible jobs in the construction, hospitality and environmental sectors for the DC United soccer stadium project (to the extent available) and other District-supported projects. In addition to these direct services, WIC shall participate in ongoing planning and development activities of DGS in connection with the DC United soccer stadium project throughout the term of this MOU.

c. WIC shall utilize the transferred funds in accordance with the budget outlined in Exhibit A.

d. WIC shall submit quarterly financial reports to DGS which shall include itemized invoices for that period.

e. WIC shall submit quarterly program update reports to DGS which shall include partnership programs updates, training and evaluation metrics for that period.

f. WIC shall be responsible for any and all required procurement actions including, but not limited to, creation of solicitations, selection of vendors, executing contracts and remitting payments.

g. WIC shall be responsible for managing and monitoring the day-to-day activities that are needed to complete the services provided hereunder.

h. WIC will be entitled to use 1% of the funds to support the WIC unit's administration of the contracts.

i. All training programs will be evaluated using the following metrics. Data shall include:

   i. Number of Enrollments and number of residents completing the training programs.
   ii. Job Placement Rate (a) at program exit, and (b) six months after program exit.
   iii. Earnings for customers that were placed in employment (a) at program exit, and (b) six months after program exit.
   iv. Available customer-level demographic characteristics including:
      - Age
      - Race

- The last four digits of social security number

v. Program-level information on barriers including:
- Basic skills scores (based on testing at intake)
- Percent of customers served that are high school dropouts/have less than a high school diploma or equivalency
- Percent of customers served who are ex-offenders
- Percent of customers who are long-term unemployed (have unemployed for 27 or more consecutive weeks)
- Percent of customers served who are currently or were formerly foster youth
- Percent of customers served who have a disability
- Percent of customers served with limited or no English proficiency
- Percent of customers served who are dislocated workers
- Percent of customers served who are youth in the juvenile justice system
- Percent of customers served who are public assistance recipients
- Percent of customers served who are public housing residents
- Percent of customers who are low-income

2. Obligations/Responsibilities of DGS:

a. DGS shall provide funding for the Project (defined below) in the amount of Seven Hundred Fifty Thousand Dollars and Zero Cents ($750,000) through Intra-District Transfer for the services identified above.
b. DGS shall provide WIC representatives and contractors access to the Soccer Stadium site, subject to the terms of the ground lease to DC United, and make introductions to the stakeholders from both DC United and their vendors.
c. DGS shall respond to all submissions and/or requests for information from WIC within five (5) business days of receipt, and otherwise cooperate with WIC in its provision of services.
d. Participate in monthly meetings with WIC.

IV. FUNDING PROVISIONS

A. COST OF SERVICES

The total cost for goods and services to be provided under this MOU shall not exceed Seven Hundred Fifty Thousand Dollars and Zero Cents ($750,000.00). A breakdown of these costs is included as Exhibit A. Notwithstanding the foregoing, the costs for the goods and/or services shall not exceed the actual cost of the goods and/or services provided.

B. PAYMENT

1. DGS shall transfer to WIC the sum of Seven Hundred Fifty Thousand Dollars and Zero Cents ($750,000.00) through an Intra-District Transfer within thirty (30) days following the Effective Date.

2. In the event that there are unused funds remaining upon the termination of this MOU, WIC will return those unused fund to DGS via an Intra-District Transfer within 30 days of the final reconciliation, but in any event prior to the end of then current fiscal year.

3. WIC shall establish methods in SOAR so that funds may be independently tracked.

C. ANTI-DEFICIENCY CONSIDERATIONS

The Parties acknowledge and agree that their respective obligations to fulfill financial obligations of any kind pursuant to any and all provisions of this MOU, or any subsequent agreement entered into by the parties pursuant to this MOU, are and shall remain subject to the provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§1341, 1342, 1349, 1351, (ii) the District of Columbia Anti-Deficiency Act, D.C. Official Code §§ 47-355.01-355.08 , (iii) D.C. Official Code § 47-105, and (iv) D.C. Official Code § 1-204.46, as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

V. EFFECTIVE DATE

This MOU shall be effective on the date on which the MOU is fully executed by both the DGS Director or his/her designee and the WIC Director or his/her designee (the "**Effective Date**").

VI. DURATION OF MOU

A. The MOU shall remain in force, unless terminated earlier pursuant to Section XII herein, until September 30, 2018, or upon completion of the services, whichever is sooner.

B. The Parties may extend the term of this MOU in writing by exercising a maximum of three (3) six month option periods.

C. The exercise of an option period is subject to the availability of funds at the time of the exercise of the option.

VII. TRANSFER OF RIGHTS AND RESPONSIBILITIES

WIC may enter into any contracts, delegations, assignments or such other agreements as authorized by applicable laws and regulations that WIC determines necessary to

carry out the purposes of this MOU. WIC may assign all or any part of this MOU to one or more of its subsidiaries or partner agencies.

VIII. COMPLIANCE AND MONITORING

The Parties agree to comply with all applicable laws, rules and regulations whether now in force or hereafter enacted or promulgated. WIC shall observe and perform any contracts, delegations, assignments or other agreements entered into by WIC in furtherance of this MOU. WIC's administration of the expenditures and use of the funds will be subject to scheduled and unscheduled monitoring reviews to ensure compliance with all applicable requirements.

IX. RECORDS AND REPORTS

WIC shall maintain records and receipts for the expenditures of all funds provided for a period of not less than three (3) years from the date of expiration or termination of this MOU and upon the District of Columbia's request, make these documents available for inspection by duly authorized representatives of DGS and other officials as may be specified by the District of Columbia at its sole discretion.

X. CONFIDENTIAL INFORMATION

The Parties to this MOU shall use, restrict, safeguard and dispose of all information related to services provided by this MOU in accordance with all relevant federal and local statutes, regulations and policies. Information received by either Party in the performance of responsibilities associated with the performance of this MOU shall remain the property of such Party.

XI. MODIFICATIONS

The terms and conditions of this MOU may be modified only upon prior written agreement executed by the Parties.

XII. PROVISIONS FOR TERMINATION

A. Either DGS or WIC may terminate this MOU in whole or in part by giving thirty (30) days written notice to the other Party, when it is in the best interest of either Party to do so based on the following grounds:

(1) Lack of funding;
(2) Changes in applicable laws;
(3) Changes in the structure or nature of the program or Project; or
(4) Elimination of the program, service or project supported by this MOU.

B. Such termination shall not be deemed a breach of the MOU. In the event that termination of this MOU occurs prior to completion of the provision of goods and services required hereunder (the "**Project**"), WIC will render the site safe and free

of hazardous conditions and any sums due under any contracts previously entered into by WIC with respect to the Project shall be payable under this MOU.

C. In the event of termination of this MOU, payment to the Seller shall be held in abeyance until all required fiscal reconciliation, but not later than September 30 of the then current fiscal year.

XIII. AUTHORITY FOR MOU

D.C. Official Code § 1-301.01(k).

XIV. PROCUREMENT PRACTICES ACT

If a District of Columbia agency or instrumentality plans to utilize the goods and/or services of an agent, contractor, consultant or other third party to provide any of the goods and/or services under this MOU, then the agency or in instrumentality shall abide by the provisions of the District of Columbia Procurement Practices Reform Act of 2010 (D.C. Official Code § 2-351.0 I. *et seq.)* to procure the goods or services.

XV. DISPUTE RESOLUTION

The Parties' Directors or their designees shall resolve all adjustments and disputes arising from services performed under this MOU. In the event that the Parties are unable to resolve a financial issue, the matter shall be referred to the City Administrator.

XVI. NOTICE

The following individuals are the Point of Contact (POC) for each Party under this MOU:

For WIC:

Diane Pabich, Associate Director
2235 Shannon Place, SE Suite 3031
Washington, DC 20020
Phone: (202) 715-2854
Email: diane.pabich@dc.gov

For DGS:

Cassidy Mullen, Project Manager
Capital Construction Division
1250 U Street, NW 4th Floor
Washington, DC 20009
Phone: (202) 671-2629
Email: cassidy.mullen@dc.gov

IN WITNESS WHEREOF, the Parties hereto have executed this MOU as follows:

DEPARTMENT OF GENERAL SERVICES

Greer Johnson Gillis, P.E.
Director

Date: 7/18/2018

WORKFORCE INVESTMENT COUNCIL

Todd Lang
Executive Director

Date: 7/13/'18

EXHIBIT A

Budget Summary

DC United Stadium Projected Training Expenditures

Expense	Hospitality *35 Participants*	Construction *35 Participants*	Engineering *35 Participants*
Travel Stipend	$ 8,750.00	$ 8,750.00	$ 8,750.00
Meal Stipend	$ 17,500.00	$ 17,500.00	$ 17,500.00
Training Max	$ 140,000.00	$ 140,000.00	$ 140,000.00
Materials and Certification	$ 74,375.00	$ 74,375.00	$ 74,375.00
Subtotal Training Cost	$ 240,625.00	$ 240,625.00	$ 240,625.00

Total Training Cost for 105 Participants	**$**	**721,875.00**
Contingency Funds	$	28,125.00
Total Project Cost	**$**	**750,000.00**

Travel Stipend $10 for transportation per day, for 25 days per participants
Meal Stipend $20 for meals per day, for 25 days per participant
Training Max is $4,000 per participant
Estimate for learning materials and employment certifications
** Estimate based on participation, rates which are subject to change*

FY2018

INTRA-DISTRICT STANDARD REQUEST FORM

Government of the District of Columbia

PART I

GENERAL

MOU NUMBER: _____ **DATE OF MOU:** _____

SELLER INFORMATION

AGENCY: Workforce Investment Council **AGENCY CODE:** EM0

NAME OF CONTACT: Mohamed Awan, Financial Manager

ADDRESS : 2235 Shannon Place SE Suite 3031
Washington, D.C. 20020

TELEPHONE # : 202

FAX # :

AUTHORIZING OFFICER _____ **DATE:** ___ / ___ / ___

BUYER INFORMATION

AGENCY: Department of General Services **AGENCY CODE:** AM0

NAME OF CONTACT: Massimo Marchiori, AFO 5th Floor

ADDRESS : 2000 14th Street NW 5tFloor
Washington, D.C. 20009

TELEPHONE # : 202

FAX # :

AUTHORIZING OFFICER _____ **DATE:** 6 / 12 / 18

PLEASE SEE NEXT PAGE FOR SERVICE INFORMATION AND FUNDING CODES

RQ989251

Revised by OBP 9/18/98

FY2018

INTRA-DISTRICT STANDARD REQUEST FORM

PART II

Buyer's Initials: _____

Seller's Initials: _____

MOU NUMBER: _____

SERVICE INFORMATION AND FUNDING CODES

GOOD/ SERVICE: _____

REQUESTED DATE: ___/___/___ **TOTAL:** $ 290,000.00

	AM0	YR	FUND	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3
SELLER	EM0	18										
BUYER	AM0	18	0100	P6009	60001	0409	0409					

GOOD/ SERVICE: _____

REQUEST DATE: ___/___/___ **TOTAL:** $ 290,000.00

	AGY	YR	FUND	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3
BUYER	EM0	18										
BUYER	AM0	18	0100	P6008	60001	0409	0409					

GOOD/ SERVICE: _____

REQUEST DATE: ___/___/___ **TOTAL:** $ 170,000.00

	AGY	YR	FUND	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3
BUYER	EM0	18										
BUYER	AM0	18	0100	P5010	50001	0409	0409					

GOOD/ SERVICE: _____

REQUEST DATE: ___/___/___ **TOTAL:** _____

	AGY	YR	FUND	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3
BUYER	EM0	18										
BUYER	AM0	18										

MEMORANDUM OF UNDESTANDING
BETWEEN
WORKFORCE INVESTMENT COUNCIL
AND
DEPARTMENT OF EMPLOYMENT SERVICES

I. INTRODUCTION

This Memorandum of Understanding (MOU) is entered into between the District of Columbia Workforce Investment Council (WIC), and the District of Columbia Department of Employment Services (DOES), referred to herein individually as "Party" and collectively as "Parties."

The WIC serves as the state workforce board, empowered to advise the Mayor on the development, implementation, and continued improvement of an innovative, integrated, and effective workforce development system. WIC is charged with assisting the Mayor and District agencies in developing a demand-driven system and programs to meet the workforce needs of business and industry, support career development and self-sufficiency, and enhance the productivity and competitiveness of the District's workforce.

DOES' mission is to plan, develop, and administer workforce development services to District of Columbia residents (District resident). DOES provides a range of programs and services to job seekers including: job development, job assistance, self-directed job search, vocational training, apprenticeship, unemployment insurance, transitional employment, and referrals to supportive service and educational program. Additionally, pursuant to D.C. Official Code § 51-114, DOES administers the Unemployment and Workforce Development Administrative Fund. DOES, a proud partner of the American Job Center, is an equal opportunity employer/service provider. Translation and interpretation services are available upon request to persons with limited or no English proficiency. Auxiliary aids and services are available upon request to persons with disabilities.

II. PROGRAM GOALS AND OBJECTIVES

WIC has agreed to the transfer of funds to DOES to fund the integration of a successful workforce intermediary program. These funds will assist in the development of innovative programs that provide pre-apprenticeship, job training, or supportive services. The programs under this partnership shall include occupational job training and related services intended to assist District residents prepare for direct employment in the hospitality or construction industry.

Under this MOU, WIC provides initial funding to test programs to determine proof of concept and success serving participants with barriers to employment as defined in the Workforce Innovation and Opportunity Act (WIOA), 29 USCA § 3102 (24). If a program is successful, WIC will transfer funding to DOES through an inter-district transfer with the intention to: a) incorporate program into the District-wide portfolio of workforce development services; b) fund the program using federal WIOA funding; and c) expand the program as appropriate.

III. SCOPE OF SERVICES

Pursuant to the applicable authorities and in the furtherance of the shared goals of the Parties to carry out the purposes of this MOU expeditiously and economically, the Parties agree to carry out the following responsibilities:

A. RESPONSIBILITIES OF WIC

1. To determine if workforce intermediary program is eligible to be incorporated and/or expanded under DOES. See Appendix A for determination criteria.

2. If program will be incorporated and/or expanded under DOES, transfer $500,000.00 to DOES through an Intra-District Transfer for the services identified below in "Section B: Responsibilities of DOES."

3. If program can be incorporated and/or expanded under DOES, transfer all available historic program performance data from WIC to DOES by the end of the first quarter of the execution of this MOU. Data shall include:

    i. Number of Enrollments
    ii. Job Placement Rate (a) at program exit, b) six months after program exit, and c) one year after program exit)
    iii. Earnings for customers that were placed in subsidized or unsubsidized employment (a) at program exit, b) six months after program exit, and c) one year after program exit)
    iv. Available customer-level demographic characteristics including:
        1. Age
        2. Race
        3. The last four digits of social security number
    v. Program-level information on barriers including:
        - Basic skills scores (based on testing at intake)
        - Percent of customers served that are high school dropouts/have less than a high school diploma or equivalency
        - Percent of customers served who are ex-offenders
        - Percent of customers who are long-term unemployed (have unemployed for 27 or more consecutive weeks)
        - Percent of customers served who are currently or were formerly foster youth
        - Percent of customers served who have a disability
        - Percent of customers served with limited or no English proficiency
        - Percent of customers served who are dislocated workers
        - Percent of customers served who are youth in the juvenile justice system
        - Percent of customers served who are public assistance recipients
        - Percent of customers served who are public housing residents
        - Percent of customers who are low-income
        - Percent of customers who are homeless

- Percent of customers who are displaced homemakers as defined in WIOA, 29 USCA § 3102 (16)

B. RESPONSIBILITIES OF DOES

1. Determine the method by which the program will be administered by DOES.

2. Evaluate potential customers at American Job Centers for eligibility and refer customers that meet eligibility criteria to providers or program administrators. Follow up on referred customers to make sure that they were enrolled in the program.

3. Manage and monitor services stated in this MOU and progress of all activities.

4. Evaluate program performance using metrics defined in Appendix B. All programs will be evaluated using metrics one through four. DOES can incorporate additional metrics as appropriate based on program design and intended outcomes.

5. Provide an annual report to the WIC at the end of the Fiscal Year highlighting key outcomes and takeaways.

6. At the end of the MOU period, expand programs as appropriate. Use WIOA funding to support the expansion. Programs can be considered for expansion based on:

    i. Population need
    ii. Industry need
    iii. Program performance

IV. DURATION OF MOU

A. The period of this MOU shall be from October 1, 2017 through September 30, 2018, unless it is terminated in writing by the Parties prior to the expiration.

B. The Parties may extend the term of this MOU by exercising a maximum of three (3) one-year option periods, which may include Fiscal Year 2019 (October 1, 2018 through September 30, 2019), Fiscal Year 2020 (October 1, 2019 through September 20, 2020), and Fiscal Year 2021 (October 1, 2020, through September 30, 2021). The Parties may agree to exercise an option period by executing a written amendment to this MOU prior to the expiration of the MOU period or a then-current option period.

C. The exercise of an option period is subject to the availability of funds at the time of the exercise of the option.

V. AUTHORITY FOR THE MOU

D.C. Official Code § 1-301.01 (k) and any other authority under the Parties' programs

VI. FUNDING PROVISIONS

A. COST OF SERVICES

1. Total cost for services to be provided under this MOU shall not exceed $500,000.00 for Fiscal Year 2018. Funding for services shall not exceed the actual cost of the goods or services provided, including supportive services for participants and technical assistance to workforce intermediary programs ($175,008), evaluation of effectiveness of workforce intermediary programs ($75,000), programmatic activity that may include issuance of grants, creation of documents or other materials, labor and overhead ($200,000), and the salary of one program analyst (Grade 12, salary range of $70,345 - $89,992).

2. In the event of termination of the MOU, payment to DOES shall be held in abeyance until all required fiscal reconciliation has occurred, but not longer than September 30 of the current fiscal year.

B. PAYMENT

1. Payment for all of the goods and services shall be made through an Intra-District advance by WIC to DOES based on the total amount of this MOU. Payment for all goods and services shall not exceed the actual cost of goods and services.

2. DOES shall submit quarterly financial reports to the WIC which shall detail the amount of expenditures for that period.

3. DOES shall submit an annual report to the WIC, which shall detail the total amount of expenditures for the fiscal year.

4. The Parties shall resolve any adjustments and/or disputes arising from services performed under this MOU. In the event that the Parties are unable to resolve a financial issue, the matter shall be referred to the District of Columbia's Office of Financial Operations and Systems.

5. WIC will be responsible for any amounts ultimately disallowed by an audit.

C. ANTI-DEFICIENCY CONSIDERATIONS

The Parties acknowledge and agree that their respective obligations to fulfill financial obligations of any kind pursuant to any and all provisions of this MOU, or any subsequent agreement entered into by the Parties pursuant to this MOU, are and shall remain subject to the provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§ 1341, 1342, 1349, 1352, (ii) the District of Columbia Anti-Deficiency Act, D.C. Official Code §§ 47-355.01-355.08, (iii) D.C. Official Code § 47-105, and (iv) D.C. Official Code § 1-204.46, as the foregoing statues may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

VII. COMPLIANCE AND MONITORING

As this MOU is funded by local funds, DOES will ensure compliance with all applicable requirements. DOES will provide an annual report to the WIC at the end of the Fiscal Year highlighting key outcomes and takeaways.

VIII. RECORDS

DOES will maintain records and receipts for the expenditure of all funds. Both DOES and WIC shall maintain records of project activities for a minimum of 3 years from the date of expiration or termination of the MOU. Upon request, make these records available for inspection by duly authorized representatives of DOES and/or other federal or District of Columbia officials.

IX. CONFIDENTIAL INFORMATION

The Parties to this MOU will use, restrict, safeguard, and dispose of all information related to services provided pursuant to this MOU, in accordance with all relevant federal and local statues, regulations, and policies. Information received by any Party in the performance of responsibilities associated with the performance of this MOU shall remain the property of the WIC.

X. TERMINATION

Any Party may terminate this MOU in whole or in part by giving 60 calendar days advance written notice to the other Parties and a written report on the status of all customers receiving services pursuant to this MOU.

XI. NOTICE

The following individuals are the contact points for each Party under this MOU:

For DOES:

Melanie Winfield
Deputy Director, Workforce Development
Department of Employment Services
4058 Minnesota Ave NE
Washington, DC 20019
Phone: 202-671-3094 (w)

For WIC:

Diane Pabich
Interim Executive Director
Workforce Investment Council
2235 Shannon Place, S.E. Suite 3031
Washington, DC 20020
Phone: 202-671-2871(w)

XII. MODIFICATIONS

The terms and conditions of this MOU may be modified only upon prior written agreement by the Parties.

XIII. PROCUREMENT PRACTICES ACT

If a District of Columbia agency or instrumentality plans to utilize the goods or services of an agent or third party (e.g. contractor, consultant) to provide any of the goods or services specified under this MOU, then the agency or instrumentality shall abide by the provisions of the District of Columbia Procurement Practices Reform Act of 2010 (D.C. Official Code § 2-352.01 *et seq.)*, as amended, to procure the goods or services of the agent or third party.

XIV. MISCELLANEOUS

The Parties shall comply with all applicable laws, rules, and regulations whether now in force or hereafter enacted or promulgated.

IN WITNESS WHEREOF, the Parties hereto have executed this MOU as follows:

DEPARTMENT OF EMPLOYMENT SERVICES

Odie Donald II, Director

Date: 12/8/17

WORKFORCE INVESTMENT COUNCIL

Diane Pabich, Interim Executive Director

Date: 12/08/17

APPENDIX A

WORKFORCE INTERMEDIARY PROGRAM EVALUATION CRITERIA

The WIC shall have authority to determine if workforce intermediary programs are eligible to be incorporated under DOES. Eligibility shall be determined by a combination of the two following evaluation criteria. DOES reserves the right to make the determination using the two criteria and defining the weight of each criteria section.

The workforce intermediary program evaluation criteria are:

1. **Performance under WIC**
   WIC shall develop a report with year-over-year performance on all outcomes defined in the program's original agreement. Positive performance can include: performance above target outcomes as defined in the original agreement, increasing performance year-over-year, or performance that is better than similar programs serving similar target populations.

2. **Target population**
   WIC shall assess target population served using the criteria defined under "Section III.A Responsibilities of WIC." If data is not available, WIC shall determine intended target population based on program design. DOES shall assess system-wide performance of all programs serving these target populations.

APPENDIX B

LIST OF RECOMMENDED OUTCOME METRICS

Name	Definition	Purpose
Primary goal: Unsubsidized or subsidized employment		
1. Employment placement	Percentage of participants that either entered or were referred to the program who are placed in **unsubsidized employment** during the program or up to 3 months after the end of the program	• Short-term metric for tracking whether the program is successful in getting participants unsubsidized employment
2. Employment retention[1]	Percentage of participants that were placed in **unsubsidized employment** and retained employment three months after placement one year after placement	• Medium-term employment impact of the intervention for those placed in unsubsidized employment • Ensure job placements are appropriate and stable
3. Employment rate	Percentage of participants that either entered or were referred to the program who are **employed through unsubsidized employment** three months after program exit	• Medium-term employment impact of the intervention for all participants
4. Percentage with earnings above $5,000	Percentage of participants who entered or were referred to the program with quarterly earnings, as recorded in the EDD UI database, at or above $5,000 for the first and second quarters after program participation	• Ensure that job placements provide meaningful wages for all participants

[1] Note that the person could be employed in a different job than the initial job placement and be considered a success for "employment retention".

MEMORANDUM OF UNDERSTANDING
BETWEEN
DEPUTY MAYOR FOR GREATER E ECONOMIC OPPORTUNITY
WORKFORCE INVESTMENT COUNCIL
AND
DEPARTMENT OF EMPLOYMENT SERVICES

I. INTRODUCTION

This Memorandum of Understanding (MOU) is entered between the Deputy Mayor for Economic Opportunity (DMGEO) and the District of Columbia Department of Employment Services (DOES), referred to herein individually as "Party" and collectively as "Parties."

DOES provides comprehensive employment services to ensure a competitive workforce, full employment, life-long learning, economic stability and the highest quality of life for all District residents. DOES, a proud partner of the American Job Center, is an equal opportunity employer/service provider. Translation and interpretation services are available upon request to persons with limited or no English proficiency. Auxiliary aids and services are available upon request to persons with disabilities. DOES receives Workforce Innovation and Opportunity Act (WIOA), 29 USC 3101, et seq., grant funds from the Unites States Department of Labor (DOL).

DMGEO serves as the institutional home for the District of Columbia Workforce Investment Council (WIC). The WIC serves as both the state and local Workforce Investment Board (WIB) and, as such, is responsible for carrying out the responsibilities enumerated in 29 USC § 3111 and 29 USC § 3122, including developing the state strategic workforce plan, negotiating statewide performance measures, setting statewide policies for the workforce system, certifying one-stop operators, establishing eligibility standards for training providers receiving WIOA funding, and selecting providers of WIOA Youth services.

II. PROGRAM GOALS AND OBJECTIVES

DOES agrees to transfer $ 1,057,457.00 of the District's WIOA State Set-Aside for federal program year 2019 to the WIC. This amount includes administrative support of the WIC. DMGEO, on behalf of the WIC, will be responsible for providing DOES with associated documentation to establish funded program, quarterly programmatic reports and cost reimbursement packages to include copies of associated invoices for DOES' review and approval prior to drawdown (cost reimbursement) of associated Intra-District funds. DOES maintains its administrative responsibilities as the State Agency for WIOA Grants pursuant to WIOA.

III. SCOPE OF SERVICES

Pursuant to the applicable authorities and in the furtherance of the shared goals of the Parties to carry out the purposes of this MOU expeditiously and economically, the Parties do hereby agree:

A. RESPONSIBILITIES OF DMGEO

DMGEO shall:

1. As a sub-recipient of DOL funds, comply with all performance and financial accountability requirements, as set forth in WIOA and the Uniform Guidance, 2 CFR part 200, et seq.

2. Provide DOES with required documentation to establish funded programs, programmatic reports, and cost reimbursement packages, including recipient share to include copies of all 485 reports, purchase orders, and invoices for DOES' review and approval prior to a drawdown (cost reimbursement) of the allocated WIOA grant funds.

3. Provide DOES with the required performance and administrative reports detailing the expenditure of the allocated funds for each category of funds (monthly i.e., WIOA Adult, Youth, and Dislocated Worker) for administration and operation of the WIC workforce development activities, within thirty days (30) of the close of each quarter.

4. Support the WIC in performing and carrying out its responsibilities as a state and local WIB under 29 USC § 3111 and 29 USC § 3122 of WIOA, consistent with the roles and responsibilities outlined in the approved DC Workforce Development Strategic Plan of 2016-2020.

5. Resolve all the pertinent DOL corrective action plan concerns related to the WIC.

6. Dedicate up to four FTEs to serve in the positions outlined in the chart immediately below, who will support the responsibilities described in Section III. A. The positions will be split-funded between WIOA funds and local funds.

Position Title	Estimated WIOA Funds (transferred from DOES per Section VI.A.1)	Estimated DMGEO (local) Funds
Executive Director	$131,607.74	$43,869.25
Associate Director	$95,826.41	$31,942.14
Program Manager	$81,082.59	$27,027.53
Program Analyst	$109,515.18	$0.00

B. RESPONSIBILITIES OF DOES

DOES shall:

1. Report and communicate workforce developments within the agency to the WIC.

2. Disseminate information to the WIC needed to perform the activities described in Section III.A.3 related to the workforce development activities, training providers' performance, unemployment information, and workers compensation, etc.

3. Establish the Intra-District transfer to the sub-recipient for the pass through funds through its fiscal agent DOES - OCFO.

4. Transfer funds to DMGEO for the implementation of the WIC services identified in Section III.A.4, including the personnel costs of the employees identified in the chart contained in Section III. A.

IV. DURATION OF MOU

A. The duration of this MOU shall be from the date the last Party signed this MOU through September 30, 2019, unless terminated in writing by the Parties pursuant to Section X.

B. The Parties may extend the term of this MOU by exercising a maximum of four (4) one (1) year option periods. Option periods may consist of a year, a fraction thereof, or multiple successive fractions of a year. DOES shall provide notice of its intent to renew an option period prior to the expiration of the MOU.

C. The exercise of an option period is subject to the availability of funds at the time of the exercise of the option.

V. AUTHORITY FOR MOU

D.C. Official Code § 1-301.01 (k), Workforce Investment and Opportunity Act, 29 U.S.C. § 3101, et seq.and Mayor's Order 2016-086, effective June 2, 2016.

VI. FUNDING PROVISIONS

A. COST OF SERVICES

1. The total costs of workforce development services for FY 2019 shall not exceed $1,057,457.00 which shall include labor, materials, and overhead. DOES agrees to transfer a minimum of $1,057,457.00 to the

WIC, which is the District's WIOA State Set-Aside for federal program year 2019, in addition to carry-over funds from prior program years, if available.

2. In the event of termination of the MOU, reimbursement to the DOES for any amounts not expended shall be held in abeyance until all required fiscal reconciliation, but not longer than September 30 of the current fiscal year.

B. PAYMENT

1. Payment for the goods and/or services shall be made through an Intra-District advance by DOES to DMGEO for $1,057,457.00 as a one-time advance payable within 30 days after execution of this MOU. Payment of additional funds may be made through an Intra-District advance by DOES to DMGEO at a later date, if available.

2. Payment for the goods and services shall not exceed the actual cost of the goods, services, and positions funded.

3. DMGEO shall return any excess advance to DOES within 30 days of the end of the current fiscal year.

C. FUNDING RESTRICTIONS

1. Pass through funding cannot be comingled within the three (3) following WIOA programs: (1) Adult, (2) Dislocated Workers, and (3) WIOA Youth. Each program must be separate and distinct. The funds advanced under this MOU should be allocated to the WIOA programs pursuant to the tables in Appendix A and B.

2. Funding restrictions related to allowable cost, limits on administrative costs, indirect costs, and construction costs (generally not allowed under WIOA) can be found in 20 CFR part 668, subpart H regarding administrative requirements for WIOA Section 166 grants; 20 CFR 667.200 through 667.220; 20 CFR 667.210(b) and the Uniform Guidance, where applicable. Pre-award costs can be approved by Federal Grant Officer in accordance with OMB Circular A-87 or A-122.

3. DMGEO will be responsible for all costs disallowed by DOL.

FY2019 Source of Funding for WIC Intra-District Budget Authority				
Grant No	Grant Title	Grant PY	WIC/DOES	FY 2019 Grant Award
WADSFY Total	WIOA Adult	17-18	WIC	$285,485.79
WDSSFY Total	WIOA Dislocated Worker	17-18	WIC	$454,749.22
WYTSPY Total	WIOA Youth	17-18	WIC	$317,221.99
TOTAL – PY18-19		17-18	WIC	$1,057,457.00

*DOES commit to transferring at least $1,057,457.00 in federal program year 2019 to the WIC. Additional funds may also be transferred, divided by the three programs noted above in amounts to be determined.

D. ANTI-DEFICIENCY CONSIDERATIONS

The Parties acknowledge and agree that nothing in this MOU creates a financial obligation in anticipation of an appropriation and that all provisions of this MOU, or any subsequent agreement entered into by the parties pursuant to this MOU, are and shall remain subject to the provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§ 1341, 1342, 1349, 1351, (ii) the District of Columbia Anti-deficiency Act, D.C. Official Code §§ 47-355.01-355.08, (iii) D.C. Official Code § 47-105, and (iv) D.C. Official Code § 1-204.46, as the foregoing statues may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

VII. COMPLIANCE AND MONITORING

As this MOU is funded by federal funds, DMGEO will be subject to scheduled and unscheduled monitoring reviews by DOL to ensure compliance with all applicable requirements.

VIII. RECORDS AND REPORTS

DMGEO shall maintain records and receipts for the expenditure of all WIOA grant funds provided under this MOU for a minimum of 3 years from the date of expiration or termination of the MOU and, upon the District of Columbia's request, make these documents available for inspection by duly authorized representatives of DOES and DOL and other officials as may be specified by the District of Columbia at its sole discretion.

IX. CONFIDENTIAL INFORMATION

The Parties to this MOU will use, restrict, safeguard and dispose of all information related to services provided pursuant to this MOU, in accordance with all relevant federal and local statutes, regulations and policies.

X. TERMINATION

Either Party may terminate this MOU by giving 30 calendar days' advance written notice to the other Party and a status report on the expenditure of all WIOA grant funds and any participants being served under this MOU.

XI. NOTICE

All notices shall be sent by the most expeditious means available including facsimile, overnight courier, certified or registered mail to the following individuals, who are the contact points for each Party under this MOU:

Unique Morris-Hughes
Acting Director
Department of Employment Services
4058 Minnesota Ave. N.E.
Suite 5000
Washington, D.C. 20019
Phone: 202.671.1900

Todd Lang, Executive Director
Workforce Investment Council
Office of the Deputy Mayor for Greater Economic Opportunity
2235 Shannon Place, SE 3031
Washington, DC 20020
Phone: 202.671.2871

Any such notice shall be deemed delivered when received.

XII. MODIFICATIONS

The terms and conditions of this MOU may be modified only upon prior written agreement of the Parties.

XIII. RESOLUTION OF DISPUTES

DMGEO and DOES shall resolve all disputes and/or adjustments resulting from goods or services provided under this MOU. In the event the Parties are unable to resolve a financial issue, the matter shall be referred to the Office of Financial Operations and Systems.

XIV. MISCELLANEOUS

The Parties shall comply with all applicable laws, rules and regulations whether now in force or hereafter enacted or promulgated.

IN WITNESS WHEREOF, the Parties hereto have executed this MOU as follows:

DEPARTMENT OF EMPLOYMENT SERVICES

Dr. Unique Morris-Hughes, Acting Director

Date: 11/1/18

DEPUTY MAYOR FOR GREATER ECONOMIC OPPPORUNITY

Brenda Donald, Deputy Mayor

Date: 11.5.18

APPENDIX A: FY 2019 WIOA PERSONNEL EXPENDITURES

Position Title	Grade	WIOA Adult (27% of Total WIOA Funding)	WIOA Dislocated Worker (43% of Total WIOA Funding)	WIOA Youth (30% of Total WIOA Funding)	Estimated WIOA Funds (transferred from DOES per Section VI.A.1)
Executive Director	15	$35,534.09	$56,591.33	$39,482.32	$131,607.74
Associate Director	14	$25,873.13	$41,205.36	$28,747.92	$95,826.41
Program Manager	13	$21,892.30	$34,865.51	$24,324.78	$81,082.59
Program Analyst	12	$29,569.10	$47,091.53	$32,854.55	$109,515.18
Totals		$112,868.62	$179,753.73	$125,409.58	$418,031.92

APPENDIX B: FY 2019 WIOA NON-PERSONNEL EXPENDITURES, GRANTS ABD CONTRACTS AS NOTED

FY 2019 Appropriation (via DOES MOU, all non-personnel)	CS Code	Total	WIOA Adult	WIOA DW	WIOA Youth
		$639,320.72	$172,617.17	$274,891.13	$191,812.42
Grant Allocation	50	$0.00	$0.00	$0.00	$0.00
Contract – One-Stop Operator	41	$601,174.72	$162,317.17	$258,505.13	$180,352.42
Travel and Training	40	$30,000.00	$8,100.00	$12,900.00	$9,000.00
Office Supplies	20	$4,073.00	$1,100.00	$1,743.00	$1,230.00
Equipment	70	$4,073.00	$1,100.00	$1,743.00	$1,230.00

Use of Funds	Vendor	PO	CS Code	FY19 Budget	WIOA Adult	WIOA DW	WIOA Youth
Contract-Large Allocation (Contract Renewed through end of FY 2019)							
One-Stop-Operator	TBD	TBD	41	$601,174.72	$162,317.17	$258,505.13	$180,352.42
Contractual Services							
Travel & Training	NA	NA	40	$30,000.00	$8,100.00	$12,900.00	$9,000.00
Office Supplies							
Office Supplies	Capital Services & Supplies	TBD	20	$4,073.00	$1,100.00	$1,743.00	$1,230.00
Equipment							
Other	Multiple TBD	Multiple TBD	70	$4,073.00	$1,100.00	$1,743.00	$1,230.00

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR

ODIE DONALD II
DIRECTOR

MEMORANDUM

TO: Odie Donald II
Director

FROM: Tonya A. Robinson
General Counsel

DATE: 15 December 2017

SUBJECT: Legal Sufficiency Review of 2018 MOU with DMGEO – WIC Funding

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This Memorandum is provided in response to your request for legal sufficiency review of the attached 2018 MOU with DMGEO – WIC Funding.

I reviewed and revised this 2018 MOU with DMGEO – WIC Funding and found it legally sufficient.

MEMORANDUM OF UNDERSTANDING
BETWEEN
DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITY
WORKFORCE INVESTMENT COUNCIL
AND
DEPARTMENT OF EMPLOYMENT SERVICES

I. INTRODUCTION

This Memorandum of Understanding (MOU) is entered into between the Deputy Mayor for Greater Economic Opportunity (DMGEO) and the District of Columbia Department of Employment Services (DOES), referred to herein individually as "Party" and collectively as "Parties."

DOES is the agency whose mission is to connect District residents, job seekers, and employers to opportunities and resources that empower fair, safe, effective working communities. DOES, a proud partner of the American Job Center, is an equal opportunity employer/service provider. Translation and interpretation services are available upon request to persons with limited or no English proficiency. Auxiliary aids and services are available upon request to persons with disabilities. To carry out its mission, DOES receives Workforce Innovation and Opportunity Act (WIOA), 29 USC 3101, et seq., grant funds from the United States Department of Labor.

DMGEO serves as the institutional home for the District of Columbia Workforce Investment Council (WIC). The WIC serves as the state Workforce Development Board (SWDB) and, as such, is responsible for carrying out the responsibilities enumerated in 29 USC § 3111.

II. PROGRAM GOALS AND OBJECTIVES

DOES agrees to transfer $1,057,457.00 to the WIC of the District's WIOA State Set-Aside for federal program year 2017. This amount includes administrative support of the WIC. DMGEO, on behalf of the WIC, will be responsible for providing DOES with associated documentation to establish funded programs, quarterly programmatic reports, and cost reimbursement packages to include copies of associated invoices for DOES' review and approval prior to a drawdown (cost reimbursement) of associated Intra-District funds. DOES maintains its administrative responsibilities as the State Agency for WIOA grants pursuant to WIOA.

III. SCOPE OF SERVICES

Pursuant to the applicable authorities and in the furtherance of the shared goals of the Parties to carry out the purposes of this MOU expeditiously and economically, the Parties do hereby agree:

A. RESPONSIBILITIES OF DMGEO

DMGEO shall:

1. As a sub-recipient of DOL funds, comply with all performance and financial accountability requirements, as set forth in WIOA and the Uniform Guidance, 2 CFR part 200, et seq.

2. Provide DOES with required documentation to establish funded programs, programmatic reports, and cost reimbursement packages, including recipient share, copies of all 485 reports, purchase orders, and invoices for DOES' review and approval prior to a drawdown (cost reimbursement) of the allocated WIOA grant funds.

3. Provide DOES with the required performance and administrative reports detailing the expenditure of the allocated funds for each category of funds (monthly i.e., WIOA Adult, Youth, and Dislocated Worker) for administration and operation of the WIC workforce development activities, within 30 days of the close of each quarter.

4. Support the WIC in performing and carrying out its responsibilities as a state WIB under 29 USC § 3111 of WIOA, consistent with the roles and responsibilities outlined in the approved DC Workforce Development Strategic Plan of 2016-2020.

5. Resolve all the pertinent DOL corrective action plan concerns related to the WIC.

6. Dedicate up to 4 FTEs to serve in the positions outlined in the chart immediately below, who will support the responsibilities described in Section III. A. The positions will be split-funded between WIOA funds and local funds.

Position Title	Estimated WIA Funds (transferred from DOES per Section VI.A.1)	Estimated DMGEO (local) Funds
Executive Director	$131,607.74	$43,869.25
Associate Director	$95,826.41	$31,942.14
Program Manager	$81,082.59	$27,027.53
Program Analyst	$109,515.18	$0.00

B. RESPONSIBILITIES OF DOES

DOES shall:

1. Report and communicate workforce developments within DOES to the WIC.

2. Disseminate information to the WIC needed to perform the activities described in Section III.A.3 related to the workforce development activities, including training providers' performance, unemployment information, workers compensation, etc.

3. Establish the Intra-District transfer to the sub-recipient for the pass through funds through its fiscal agent DOES - OCFO.

4. Transfer funds to DMGEO for the implementation of the WIC services identified in Section III.A.4, including the personnel costs of the employees identified in the chart contained in Section Ill. A.

IV. DURATION OF MOU

A. The duration of this MOU shall be from the date the last Party signed this MOU through September 30, 2018, unless terminated in writing by the Parties pursuant to Section X.

B. The Parties may extend the term of this MOU by exercising a maximum of four (4) one (1) year option periods. Option periods may consist of a year, a fraction thereof, or multiple successive fractions of a year. DOES shall provide notice of its intent to renew an option period prior to the expiration of the MOU.

C. The exercise of an option period is subject to the availability of funds at the time of the exercise of the option.

V. AUTHORITY FOR MOU

D.C. Official Code § 1-301.ol (k), Workforce Investment and Opportunity Act, 29 U.S.C. § 3101, et seq., Mayor's Order 2016-086, effective June 2, 2016 and any other authority under the Parties' programs

VI. FUNDING PROVISIONS

A. COST OF SERVICES

1. The total costs of workforce development services for FY 2018 shall not exceed $1,057,457.00 which shall include labor, materials, and overhead. DOES agrees to transfer $1,057,457.00 to the WIC, which is the District's WIOA State Set-Aside for federal program year 2017, in addition to carry-over funds from prior program years, if available.

2. In the event of termination of the MOU, reimbursement to DOES for any amounts not expended shall be held in abeyance until all required fiscal reconciliation, but not longer than September 30 of the current fiscal year.

B. PAYMENT

1. Payment for the goods and/or services shall be made through an Intra-District advance by DOES to DMGEO for $1,057,457.00 as a one-time advance payable within 30 days after execution of this MOU. Payment of

additional funds may be made through an Intra-District advance by DOES to DMGEO at a later date, if additional funds are available.

2. Payment for the goods and services shall not exceed the actual cost of the goods, services, and positions funded.

3. DMGEO shall return any excess advance to DOES within 30 days of the end of the current fiscal year.

C. FUNDING RESTRICTIONS

1. Pass through funding cannot be comingled within the three (3) following WIOA programs: (1) Adult, (2) Dislocated Workers, and (3) Youth. Each program must be separate and distinct. The funds advanced under this MOU should be allocated to the WIOA programs pursuant to the tables in Appendix A and B.

2. Funding restrictions related to allowable cost, limits on administrative costs, indirect costs, and construction costs (generally not allowed under WIOA) can be found in 20 CFR part 668, subpart H regarding administrative requirements for WIOA Section 166 grants, 20 CFR 667.200 through 667.220; 20 CFR 667.210(b) and the Uniform Guidance, where applicable. Pre-award costs can be approved by Federal Grant Officer in accordance with OMB Circular A-87 or A-122.

3. DMGEO will be responsible for all costs disallowed by the U.S. Department of Labor.

FY2018 Source of Funding for WIC Intra-District Budget Authority				
Grant No	**Grant Title**	**Grant PY**	**WIC/DOES**	**FY 2018 Grant Award**
WADSFY Total	**WIOA Adult**	**16-18**	**WIC**	$285,485.79
WDSSFY Total	**WIOA Dislocated Worker**	**16-18**	**WIC**	$454,644.86
WYTSPY Total	**WIOA Youth**	**16-18**	**WIC**	$317,221.99
TOTAL – PY16-18		16-18	WIC	$1,057,352.64

*DOES commits to transferring $1,057,457.00 in federal program year 2017 funding to the WIC. Additional funds may also be transferred, divided by the three programs noted above in amounts to be determined.

D. ANTI-DEFICIENCY CONSIDERATIONS

The Parties acknowledge and agree that nothing in this MOU creates a financial obligation in anticipation of an appropriation and that all provisions of this MOU, or any subsequent agreement entered into by the parties pursuant to this MOU, are and shall remain subject to the provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§ 1341, 1342, 1349, 1351, (ii) the District of Columbia Anti-deficiency Act, D.C. Official Code §§ 47-355.01-355.08, (iii) D.C. Official Code § 47-105, and (iv) D.C. Official Code § 1-204.46, as the foregoing statues may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

VII. COMPLIANCE AND MONITORING

As this MOU is funded by federal funds, DMGEO will be subject to scheduled and unscheduled monitoring reviews by the U.S. Department of Labor, DOES and other officials as may be specified by the District of Columbia to ensure compliance with all applicable requirements.

VIII. RECORDS AND REPORTS

DMGEO shall maintain records and receipts for the expenditure of all WIOA grant funds provided under this MOU for a minimum of 3 years from the date the final federal financial report (9130) for the above mentioned grants is submitted to the U. S. Department of Labor and, upon the District of Columbia's request, make these documents available for inspection by duly authorized representatives of DOES and DOL and other officials as may be specified by the District of Columbia at its sole discretion.

IX. CONFIDENTIAL INFORMATION

The Parties to this MOU will use, restrict, safeguard and dispose of all information related to services provided by this MOU, in accordance with all relevant federal and local statutes, regulations and policies.

X. TERMINATION

Either Party may terminate this MOU by giving 30 calendar days' advance written notice to the other Party and a status report of the expenditure of all WIOA grant funds and any participants being served under this MOU.

XI. NOTICE

All notices shall be sent by the most expeditious means available including facsimile, overnight courier, certified or registered mail to the following individuals, who are the contact points for each Party under this MOU:

Odie Donald II
Director
Department of Employment Services
4058 Minnesota Ave. N.E.
Washington, D.C. 20019
Phone: 202.671.1900
Odie.Donald@dc.gov

Diane Pabich, Interim Executive Director
Workforce Investment Council
Office of the Deputy Mayor for Greater Economic Opportunity
2235 Shannon Place, SE 3031
Washington, DC 20020
Phone: 202.671.2871
Diane.Pabich@dc.gov

Any such notice shall be deemed delivered when received.

XII. MODIFICATIONS

The terms and conditions of this MOU may be modified only upon prior written agreement by the Parties.

APPENDIX A: FY 2018 WIOA PERSONNEL EXPENDITURES

POSITIONS	GRADE	WIOA Adult (27% of Total WIOA Funding)	WIOA Dislocated Worker (43% of Total WIOA Funding)	WIOA Youth (30% of Total WIOA Funding)	WIOA Total
Executive Director	15	$35,534.09	$56,591.33	$39,482.32	$131,607.74
Associate Director	14	$25,873.13	$41,205.36	$28,747.92	$95,826.41
Program Manager	13	$21,892.30	$34,865.51	$24,324.78	$81,082.59
Program Analyst	12	$29,569.10	$47,091.53	$32,854.55	$109,515.18
GRAND TOTAL		$112,868.62	$179,753.73	$125,409.57	$418,031.92

APPENDIX B: FY 2018 WIOA NON-PERSONNEL EXPENDITURES, GRANTS ABD CONTRACTS AS NOTED

FY 2018 Appropriation (via DOES MOU, all non-personnel)	CS Code	Total	WIOA Adult	WIOA DW	WIOA Youth
		$639,374.72	$172,617.17	$274,891.13	$191,812.42
Grant Allocation	50	$0.00	$0.00	$0.00	$0.00
Contract – One-Stop Operator	41	$601,174.72	$162,317.17	$258,505.13	$180,352.42
Travel and Training	20	$30,000.00	$8,100.00	$12,900.00	$9,000.00
Office Supplies	20	$4,100.00	$1,100.00	$1,743.00	$1,230.00
Equipment	70	$4,100.00	$1,100.00	$1,743.00	$1,230.00

Use of Funds	Vendor	PO	CS Code	FY18 Budget	WIOA Adult	WIOA DW	WIOA Youth
Contract-Large Allocation (Contract Renewed through end of FY 2018)							
One-Stop-Operator	Grant Associates	TBD	41	$601,174.72	$162,317.17	$258,505.13	$180,352.42
Contractual Services							
Travel and Training	NA	NA	40	$30,000.00	$8,100.00	$12,900.00	$9,000.00
Office Supplies							
Office Supplies	Capital Services & Supplies	TBD	20	$4,100.00	$1,100.00	$1,743.00	$1,230.00
Equipment							
Other	Multiple TBD	Multiple TBD	70	$4,100.00	$1,100.00	$1,743.00	$1,230.00

XIII. RESOLUTION OF DISPUTES

DMGEO and DOES shall resolve all disputes and/or adjustments resulting from goods or services provided under this MOU. In the event the Parties are unable to resolve a financial issue, the matter shall be referred to the Office of Financial Operations and Systems.

XIV. MISCELLANEOUS

The Parties shall comply with all applicable laws, rules and regulations whether now in force or hereafter enacted or promulgated.

IN WITNESS WHEREOF, the Parties hereto have executed this MOU as follows:

DEPARTMENT OF EMPLOYMENT SERVICES

_____ Date: _____

Odie Donald II, Director

DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITY

_____ Date: 12/20/17

Courtney Snowden, Deputy Mayor

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE WORKFORCE INVESTMENT COUNCIL AND
THE OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION

I. INTRODUCTION

This Memorandum of Understanding ("MOU") is entered into by and between the District of Columbia ("District") Workforce Investment Council ("WIC") and the Office of the State Superintendent of Education ("OSSE"), referred to herein individually as "Party" and collectively as "Parties."

WIC serves as the state workforce board, empowered to advise the Mayor on the development, implementation, and continued improvement of an innovative, integrated, and effective workforce development system. WIC is charged with assisting the Mayor and District agencies in developing a demand-driven system and programs to meet the workforce needs of business and industry, support career development and self-sufficiency, and enhance the productivity and competitiveness of the District's workforce.

OSSE is the agency whose mission is to remove barriers and create pathways for District residents to receive a great education and prepare them for success in college, careers, and life. OSSE plays many roles in the lives of children, teens, and adults seeking an education in the District of Columbia. The agency sets statewide policies, provides resources and support, and exercises accountability for all public education in the District.

II. PROGRAM GOALS AND OBJECTIVES

The WIC has agreed to transfer funds to OSSE to fund the WIC Career Pathways grant partnership between the WIC and OSSE to assist in meeting the literacy and workforce needs of District residents. The partnership between WIC and OSSE will focus on the provision of Integrated Education and Training (IE&T) Services to District residents. IE&T programs are based on a service approach that provides adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster for the purpose of educational and career advancement. These grants will endeavor to:

1. Assist adults in becoming literate and in obtaining the knowledge and skills necessary for employment and economic self-sufficiency;
2. Assist adults who are parents or family members in obtaining the education and skills which:

3. Use funds to support the OSSE Adult and Family Education unit's administrative functions for this MOU, including grants management, service coordination, monitoring, professional development, technical assistance, resources, data collection, and reporting, and to support additional adult literacy and/or state leadership activities relative to this initiative.
4. Participate in OSSE and WIC quarterly partner meetings.
5. Provide monthly reports to the WIC that include eligible provider and customer performance, progress, outcome, and financial data at the aggregate level by provider throughout the duration of the MOU on or before the specified due date(s).
6. Manage and monitor the responsibilities performed by OSSE and the WIC as stated in this MOU.

IV. DURATION OF MOU

The period of this MOU shall be from October 1, 2018 through September 30, 2019 (Program Year 2019), unless terminated in writing by the Parties prior to the expiration.

V. AUTHORITY FOR MOU

D.C. Official Code § 1-301.01(k) and any other authority under the Parties' programs.

VI. FUNDING PROVISIONS

A. COST OF SERVICES

1. Total cost for services to be provided under this MOU shall not exceed $1,100,000 for Fiscal Year 2019. Funding for services shall not exceed the actual cost of the goods or services provided, including labor, materials, and overhead.
2. In the event of termination of the MOU, payment to OSSE shall be held in abeyance until all required fiscal reconciliation has been completed, but not longer than September 30 of the current fiscal year.

B. PAYMENT

1. Payment for all of the goods and services shall be made through an Intra-District Transfer by the WIC to OSSE based on the amounts specified in Section VI, Paragraph A. Payment for all goods and services shall not exceed the actual cost of goods and services.
2. OSSE shall submit monthly financial reports to the WIC on the 15th of each month for the prior month 's expenditures.
3. OSSE shall submit an annual report to the WIC on December 15, 2019, which shall detail the total amount of expenditures for the prior fiscal year.

information. Such policies will adhere to best practices and standards within the education community related to information security and will include technical, operational and physical controls.

D. The District of Columbia Freedom of Information Act of 1976 (DCFOIA), Pub. L. 90-614, D.C. Code §§ 2-531 *et seq.* (2001), provides for the disclosure of public information. Specifically, the law provides that "any person has a right to inspect, and at his or her discretion, to copy any public record of a public body, except as otherwise expressly provided by §2-534, in accordance with reasonable rules that shall be issued by a public body after notice and comment, concerning the time and place of access." Further, a "public record" has been defined by the District of Columbia Public Records Management Act of 1985 as "all books, papers, maps, photographs, cards, tapes, recordings, or other documentary materials, regardless of physical form or characteristics prepared, owned, used in the possession of, or retained by a public body" and includes "information stored in an electronic format." D.C. Code §2-502 (2011).

   This serves as your notification that information/documentation submitted to the Office pursuant to this Loan, or in connection with the transaction of the business of the Office, is subject to public disclosure in response to a Freedom of Information Act request. Any information that is not specifically exempt by D.C. Code § 2-534(a) may be disclosed upon a proper request, in accordance with DCFOIA.

X. TERMINATION

Any Party may terminate this MOU in whole or in part by giving sixty (60) calendar days advance written notice to the other Parties and a report on the status of all customers receiving services pursuant to this MOU.

XI. NOTICE

The following individuals are the contact points for each Party under this MOU:

For WIC:

IN WITNESS WHEREOF, the Parties hereto have executed this MOU as follows:

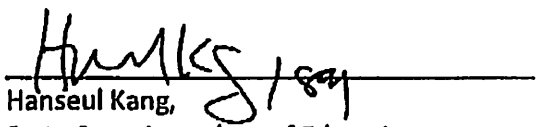
Workforce Investment Council



Todd Lang,
Executive Director

9/20/'18
Date

Office of the State Superintendent of Education



Hanseul Kang,
State Superintendent of Education

9/9/18
Date

INTRA-DISTRICT STANDARD REQUEST FORM

Government of the District of Columbia

PART I

GENERAL

MOU NUMBER: _____ DATE OF MOU: 10/2/2018

SELLER INFORMATION

AGENCY: Office of the State Superintendent of Education AGENCY CODE: GD0

NAME OF CONTACT: Paris Saunders, Agency Fiscal Officer

ADDRESS : 1050 First St. NE

Washington, DC 20002

TELEPHONE # : 202-741-5536

FAX # : _____

AUTHORIZING OFFICER _____ DATE: 10/02/18

Jacques Harley, Budget Officer

BUYER INFORMATION

AGENCY: Office of the Deputy Mayor for Greater Economic Opportunity AGENCY CODE: EM0

NAME OF CONTACT: Mohammad I. Awan

ADDRESS : 441 Fourth Street, NW Suite 890N

Washington, DC 20001

TELEPHONE # : 202.727.6503

FAX # : _____

AUTHORIZING OFFICER _____ DATE: 10/03/18

Mohammad Awan, OFRM

PLEASE SEE NEXT PAGE FOR GOODS/ SERVICES DESCRIPTION AND FUNDING INFORMATION

PART II

MOU NUMBER: _____ 2 OF 2

SERVICE INFORMATION AND FUNDING CODES

GOOD/ SERVICE: **FY19 Career Pathways Innovations grants partnership to assist in the literacy and workforce needs of District residents. (OSSE portion-$1,100,000)**

TOTAL: **$1,100,000.00**

	AGY	YR	ORG CODE	FUND	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3
SELLER	GD0	19	E700	0735	ID735	IA735	4600	4600		GD0WIC/19			
BUYER	EMO	19	3030	0100	3030L	BUS30	0506	0506					

GOOD/ SERVICE:

TOTAL:

	AGY	YR	ORG CODE	FUND	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3
SELLER	GA0	18											
BUYER	GD0	18											

GOOD/ SERVICE:

TOTAL:

	AGY	YR	ORG CODE	FUND	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3
SELLER	GA0	18											
BUYER	GD0	18											

GOOD/ SERVICE:

TOTAL:

	AGY	YR	ORG CODE	FUND	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3
SELLER	GA0	18											
BUYER	GD0	18											

GOOD/ SERVICE:

TOTAL:

	AGY	YR	ORG CODE	FUND	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3
SELLER													
BUYER													

Workforce Investment Council
2235 Shannon Place, SE, Suite 3031 | Washington, DC 20020

GRANT AGREEMENT
DC Central Kitchen Grant

This agreement (the "Agreement") is made and entered into by and between the Workforce Investment Council (the "WIC"), which has an address of 2235 Shannon Place, S.E., Suite 3031, Washington, DC 20020, and the D.C. Central Kitchen (DCCK) (the "Grantee"), which has an address of 425 2nd St NW, Washington, DC 20001. This Agreement is intended to implement the DC Central Kitchen Grants Amendment Act of 2018 administered by the WIC, described more particularly herein, and pursuant to such statutes and regulations as may be enacted or promulgated to govern the WIC.

GRANT AMOUNT:	$1,000,000
MATCH AMOUNT:	N/A
FUNDED TO SERVE:	The purchase or the build-out of a new facility providing culinary training services and community nutrition programming.
GRANT PERIOD:	October 1, 2018 – September 30, 2019
PROGRAM PERIOD:	FY2019
TITLE OF AWARD:	DC Central Kitchen Grant

Definitions

For the purposes of this agreement,

a) "Advanced Funds" signifies any payment provided to the Grantee before eligible costs have been incurred; therefore, Advanced Funds must be accounted for by the Grantee to the District of Columbia.

b) "Budget" denotes the Grantee's budget form and narrative (and all approved modifications thereof), as approved by the WIC, contained in Appendix A.

c) "Eligible Costs" signifies all costs and expenditures actually incurred by the Grantee as approved by the WIC in the Budget.

d) "Expenditure Reports" mean the regular reports relating to Grantee expenditures required to be submitted to the WIC pursuant to Appendix D.

e) "Grant" is the funds to be provided to the Grantee by the WIC pursuant to this Agreement.

f) "Grantee" means DC Central Kitchen, together with its successors and assigns.

g) "Program Reports" mean the regular reports relating to purchase or build-out of a new facility required to be submitted to the Workforce Investment Council (WIC), pursuant to Appendix B.

h) "Work Plan" represents the Grantee's scope of work as outlined in Appendix A, as amended and/or modified with approval by the WIC, in accordance with the guidelines contained in Appendix C.

i. Mutually Exclusive

This Agreement is distinguished from all previous agreements between the Grantee and the WIC and contains the entire understanding between the parties. The Grantee shall not apply the Grant to other activities for which funding is not authorized by this Agreement, nor shall the Grant be used toward other activities authorized pursuant to other programs or other agreements, except as provided herein.

ii. Review

The liaison to the Grantee from the WIC will be Diane Pabich, who will represent the WIC's interest in reviewing the quality, quantity, rate of progress, timeliness of the build-out or purchase of a new facility and related considerations as outlined in this Agreement. The liaison to the WIC from the Grantee will be Alexander Moore.

iii. Scope of Work

a) The Grantee shall perform the work as set forth in this Agreement. The Grantee shall take all the necessary steps to accomplish the tasks set forth in the Agreement & Expenditure Reports.

b) Program Reports and Expenditure Reports:
The Grantee shall submit Program Reports and Expenditure Reports, with corresponding source documentation, to the WIC during the period that this Agreement is in effect, including itemized Program and/or fiscal problems encountered. These reports will detail the uses of the Grant, how funds have been expended, and the amounts expended during the Grant Period, until the Agreement expires. Expenditure reports must be accompanied by source documentation that substantiates each expenditure made during that reporting period. Program Reports must identify the status of progress of the build-out or purchase of a new facility as provided in this Agreement. Reporting deadlines are detailed in Appendix B.

WIC will be primarily responsible for monitoring the terms of the Grant Performance Agreement and for reviewing and approving requests for reimbursement. At any time, or times, before final payment and five (5) years thereafter, the District may have the Grantee's expenditure statements and source documentation reviewed. WIC will monitor the grant recipient through site visits and reviews of grant reports. The specific schedules for site visits and submission of reports will be included in the Grant Performance Agreement, to be agreed upon by WIC and Grantee after award.

Recipients and sub-recipients of these funds are required to maintain complete documentation of grant activities including financial records, supporting documents, statistical records, and all other records pertinent to this award for a period of three years from end date of the program period to ensure that such documentation is available to the WIC and/or other authorized entities for review, upon request.

c) Closeout Period:
The Grantee must provide proper closeout documentation within ten (10) business days of the end of the Grant Period, unless otherwise noted herein or agreed to in writing by the WIC and the Grantee. Proper closeout documentation is described in Appendix B and includes, but is not limited to, a final Expenditure Report with corresponding source documentation and a final Program Report.

iv. Standards of Performance

a) The Grantee will perform the projects and activities as set forth in this Agreement and described herein in accordance with those standards established by statute, administrative rule, the WIC, and any applicable professional standards.

b) In addition, the Grantee pledges to the Grant shall not be used to supplant existing funding otherwise budgeted or planned for the Grantee or for other projects outside the scope of the Work Plan contained in Appendix A, whether under local, state, or federal law, without the written consent of the WIC.

v. The Grant

a) The total Grant shall not exceed $1,000,000.

b) The source of funding for this Grant is locally appropriated by the District of Columbia; this Grant does not contain funds received from the federal government.

c) The WIC shall collect and the Grantee shall remit all unexpended and/or unsubstantiated funds within ten (10) business days following conclusion of the Grant Period. Unexpended grant dollars that have not been returned to the WIC represent a debt to the District of Columbia.

vi. Eligible Costs

a) Only Eligible Costs as identified in the Budget are costs reimbursable by the WIC. The WIC shall not be required to reimburse the Grantee for expenditures that exceed the Grant Amount or expenditures incurred outside the intended scope of the Grant.

vii. Method of Payment

a) The initial disbursement of grant funding to the grantee may be a cost advancement. The WIC may make advance payments to the Grantee to assist the Grantee in meeting its expenditure obligations provided under this Agreement, the availability, amount and frequency thereof as detailed in Appendix B.

b) The Grantee may reasonably expect to receive an initial advance payment of 50% of the Grant upon execution of the Agreement. An additional payment will be made in accordance to the schedule in Appendix B.

viii. Reimbursement of Funds

a) The Grantee shall return to the WIC any funds relating to the Grant paid to the Grantee in excess of the Eligible Costs of services and/or Budget provided under this Agreement (including advance payments as described in Section 7(e)) within ten (10) business days of completion of the Grant or upon notification of the WIC in writing. If the Grantee fails to return excess funds, the WIC may deduct the appropriate amount from subsequent payments due to the Grantee. The WIC also reserves the right to recover such funds by any other legal means necessary.

b) The Grantee shall be responsible for reimbursement to the WIC any disbursed funds to the Grantee that the WIC determines have been misused or misappropriated. The WIC may also require immediate reimbursement of Grant funds if, at any time, this Agreement is terminated or the Grantee's reporting obligations are not being fulfilled. Any reimbursement of funds that is required by the WIC, with or without termination, shall be due within ten (10) days of the WIC giving written notice to the Grantee, unless notified in writing by the WIC.

c) The WIC may require the Grantee to repay a portion or the entirety of any advance payments made by the WIC to the Grantee if such payments exceed the expenditures reported to the WIC in subsequent Expenditure Reports. The amount to be repaid to the District will be the difference between the total amount of advance payments and the total amount of approved expenditures. In the event of fraud, gross negligence, or other illegal misappropriation of funds, WIC may require that the Grantee repay advance or other District payments relating to this Agreement.

ix. Program Income

a) "Program Income" refers to gross income received by the Grantee that is directly generated from the use of the Grant. This includes, but is not limited to, repayments of funds that had been previously provided to eligible beneficiaries; interest earned on any or all Grant funds,

including banking account interest obtained under this Agreement; or interest earned on Program Income pending its disposition.

b) The Grantee agrees that all Program Income will be recorded in regular Expenditure Reports as match and used in accordance with the same rules and regulations of this Agreement. If, at any time, changes in the use of Program Income for another program are considered by the Grantee, the Grantee must submit a plan detailing the proposed uses of Program Income to the WIC for approval. Should the Grantee decide, following closeout of the Agreement, to discontinue using Program Income for such purposes, the Grantee agrees to return the Program Income balance and any additional Program Income accrued to the WIC within ten (10) business days following conclusion of the Grant Period.

x. Financial Management

a) The Grantee shall maintain an accounting system that conforms to generally accepted accounting principles, which will permit an audit of all income and expenditures received or disbursed by the Grantee in the provision of services under this Grant Agreement. Accounting records shall be supported by source documentation, including but not limited, to canceled checks, invoices, vouchers, paid bills, financial statements and payroll records, all of which shall be clearly identified, legible and readily accessible to the WIC. All source documents for all expenditures under this grant shall be provided by the Grantee to the WIC along with scheduled expenditure reports.

b) The Grantee shall maintain records that contain information identifying any grant awards received, any authorizations, any obligations, any unobligated balances, all assets, all outlays and all income. The records shall compare the actual and budgeted amounts of expenditures under this Grant Agreement.

c) If an audit is required by federal law and if the Grantee is also the recipient of District of Columbia funds under the same or a separate grant program, then the District-funded programs will also be included in the scope of the federally required audit.

d) The Grantee is subject to external auditing by the District of Columbia and its representatives, and shall, upon request, make provision for inspection, examination, transcription or copying of financial records, including audited financial statements and tax returns. The Grantee shall also maintain records of any sub-grantees or contractors, if any, relating to this Agreement, each of which shall be made available for review or audit upon request by the WIC or its duly authorized representatives.

e) The Grantee shall keep all documentation relative to this grant on file for immediate audit upon request from the WIC and/or its representatives for a period of not less than thirty-six (36) months after the end of the grant agreement term.

f) If the Grantee is subject to an OMB A-133 audit, the Grantee shall provide the WIC with a copy of the audit immediately upon completion. Based on the findings of the OMB A-133 audit (if any), the WIC may require additional reporting and program and fiscal review of the Grantees operations.

g) The WIC reserves the right to audit any documentation in relation to this grant. The Grantee shall comply with any request for production provided in writing or otherwise from the WIC within a commercially reasonable timeframe. Any expenditure disallowed by the WIC pursuant to this audit and/or other WIC review shall be subject to immediate repayment by the Grantee to the WIC.

h) The Grantee shall provide the WIC the following records for funded expenditures through Expenditure Reports and Program Reports, and during monitoring and site visits by WIC staff, as applicable:

i. Documentation of all expenses;

ii. Inventory records and supporting documentation for allowable equipment purchased to carry out the purchase or build-out of a new facility;

iii. Rationale supporting allocation of space charges; and

iv. Any other records that support charges to the Budget.

i) Section x shall remain applicable in the event of cancellation or termination of this Agreement for a period of three (3) years. The Grantee will notify the WIC in writing of any planned conversion or destruction of these materials at least 90 days prior to such action.

xi. Examination of Program Quality

a) The Grantee agrees that the WIC is allowed, at any time, to conduct scheduled or unscheduled program, compliance, and/or fiscal monitoring site visits of the Grantee's activities associated with this Agreement. The WIC will have access to program files, participants, staff, facilities and community partners to assess the overall programming.

b) The WIC will conduct three (3) scheduled visits during the Grant Period; additional, unscheduled visits will be made as needed at the discretion of the grant manager.

xii. Staff Requirements

a) The Grantee shall maintain a staff member to carry out the Grant activities as outlined in the Agreement and shall employ staff members who possess the requisite training, qualifications and competence to perform the duties to which they are assigned.

b) The WIC will never make recommendations to the Grantee relative to staffing considerations. WIC and Grantee will not discriminate on the bases of race, creed, color, national origin, or sex with regard to staffing considerations.

xiii. Rights in Data and Publications

a) The Grantee shall indemnify, save and hold harmless the District, its officers, agents, and employees acting within the scope of their official duties against any liability, including costs and expenses, for violation of proprietary rights, copyrights or privacy rights, arising out of the publication, translation, reproduction, delivery, performance, use or disposition of any Data furnished under this Agreement, or based upon libelous or other unlawful matter contained in such Data.

xiv. Default and Termination of the Agreement

a) A default under this Agreement shall consist of the Grantee using the Grant for a purpose other than as authorized by this Agreement; any Grantee noncompliance with legislative, regulatory or other requirements applicable to this Agreement; the Grantee failing to fulfill in a timely and proper manner its obligations, reporting or otherwise, under this Agreement; the Grantee violating any of the covenants, agreements or stipulations of this Agreement or other material breaches of this Agreement by the Grantee.

b) If, in the event of fraud, gross negligence, or other illegal misappropriation of funds the Grantee shall default under this Agreement, the WIC shall thereupon have the right to terminate this Agreement or reduce the Grant by giving 30 days written notice to the Grantee prior to such termination or reduction specifying the effective date thereof and demand repayment of grant funding if necessary.

c) The Grantee may terminate this Agreement upon having provided thirty days (30) written notice to the WIC. Upon termination, the Grantee will refund to the WIC any payment made to the Grantee that exceeds Eligible Costs incurred in carrying out the Programs as of the date of termination.

d) The Grantee's management and financial capacity, including, but not limited to, audit results and performance, may be taken into consideration in any or all future determinations by the WIC with respect to terminating this Agreement or reducing the Grant.

e) Notwithstanding the above, the Grantee shall not be relieved of liability to the WIC for damages sustained by the WIC by virtue of any breach of the Agreement. The WIC will withhold any payments due to the Grantee and require repayment to the WIC of any advance payments until the amount payable for the value of damages is assessed and may reduce payment to the Grantee in accordance with the assessed amount payable to the WIC, in accordance with Sections viii and xxi herein, as appropriate.

xv. Suspended Payments

a) Notwithstanding Section xxi the WIC reserves the right to suspend payment of Grant funds if the Grantee defaults under the Agreement, including if the Grantee fails to provide required reports to the WIC on a timely basis, or evidence of performance of the Application activities at any time without having provided written notification.

b) The Grantee's management and financial capacity, including, but not limited to, audit results and performance, may be taken into consideration in any or all future determinations by the WIC with respect to suspensions of Grant funding.

xvi. Assignment

a) A dispute between the Grantee and sub-contractor relating to the amounts or entitlement of a sub-contractor payment or late payment interest penalty does not constitute a dispute to which the WIC is a party. The WIC may not be interpleaded in any judicial or administrative proceeding involving such a dispute.

xvii. District Excluded Parties List

Pursuant to the DC Code 2-359.07, the District of Columbia may debar or suspend contractors from consideration for award of contracts or subcontracts. This Excluded Parties List categorizes parties that have been suspended or debarred by the Chief Procurement Officer. While they are debarred or suspended, the Grantee will not solicit offers from, award contracts to, renew, or otherwise extend contracts with, or consent to subcontracts with entities or individuals that appear on the Excluded Parties List. By signing this Agreement, the Grantee certifies that it is not been excluded, suspended, or debarred for consideration of award of contracts by the District of Columbia.

xviii. Entire Agreement and Amendment

This Agreement and all Attachments comprise the entire Agreement of both parties. This Agreement may be amended at the discretion of WIC, and such amendments shall be in the form of a written document signed by both parties.

xix. Survival of Requirements

a) Unless otherwise authorized in writing by the WIC or specified herein, the terms and conditions of this Agreement shall survive the end of the Grant Period or termination of this Agreement and shall continue in full force and effect until the Grantee has completed, and is in compliance with, all of its requirements hereunder.

b) This agreement may only be amended or revised in writing and having been signed by both parties. In the event that portions of this agreement are amended or revised, all other terms remain in effect.

xx. Waiver

Failure or delay on the part of either party to exercise any right, power, privilege or remedy hereunder shall not constitute a waiver thereof. A waiver of any default shall not operate as a waiver of any other default or of the same type of default on a future occasion.

xxi. Availability of Funds

WIC reserves the right to terminate this Agreement in whole or in part, without penalty, due to the non-appropriation of necessary funds by the District of Columbia Government and/or the lack of private funding sources, as applicable.

xxii. Legal Relations and Indemnification

a) The Grantee will at all times comply with and observe all federal and District laws and published circulars, local laws, ordinances, and regulations which are in effect during the period of this Agreement and which in any manner affect its work or conduct, and will obtain and maintain all necessary permits and licenses.

b) The Grantee will indemnify and hold harmless the WIC and all of its officers, agents and employees from all suits, actions or claims of any character brought for or on account of any injuries or damages received by any persons or property resulting from the operations of the Grantee, or of any of its agents or sub-grantees, in performing work under this Agreement.

The Grantee agrees to indemnify and hold harmless the District and all of its officers, agents and employees from all suits, actions or claims of any character brought for or on account of any obligations arising out of Agreements between Grantee and sub-grantee(s) to perform services or otherwise supply products or services. The Grantee shall also hold the District and the WIC harmless for any audit disallowances related to the allocation of administrative costs under this Agreement, irrespective of whether the audit is ordered by federal or District agencies or by the courts.

xxiii. Applicable Law

a) **THIS AGREEMENT IS AND SHALL BE GOVERNED BY AND CONSTRUED IN ACCORDANCE WITH THE LAWS OF THE DISTRICT OF COLUMBIA.** If any provisions of this Agreement shall be prohibited by or invalid under District law, such provisions shall be ineffective only to the extent of such prohibition or invalidity, without affecting the validity or enforceability of the remaining provisions of this Agreement. Any judicial action relating to the construction, interpretation, or enforcement of this Agreement, or the recovery of any court costs, attorney's fees and other amounts owed hereunder, shall be brought in the Superior Court of the District of Columbia. **THE GRANTEE HEREBY CONSENTS TO PERSONAL AND SUBJECT MATTER JURISDICTION AND VENUE IN THE SAID SUPERIOR COURT, AND WAIVES ANY DEFENSES THAT THE GRANTEE OTHERWISE MIGHT HAVE RELATING THERETO.**

xxiv. Headings

The headings in this Agreement are for the convenience of reference only and shall not define or limit any of the terms and conditions set forth herein.

xxv. Authority To Sign Document

The person(s) signing this Agreement certifies and attests that the Grantee's respective Articles of Incorporation, Bylaws, Charter, Corporate or other Resolutions, and/or other related or similar documents give full and complete authority for such person to bind the Grantee, on whose behalf such person is executing this document.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the first date set forth above.

FOR THE GRANTOR:
On Behalf of the Workforce Investment Council

By: _____ 12-19-18

Ahnna Smith, Executive Director — Date

Workforce Investment Council
2235 Shannon Place, SE, Suite 3031 | Washington, DC 20020

FOR THE GRANTEE:

By: _____ 12-18-2018
Signature Date
Alexander Moore, Chief Development Officer
DC Central Kitchen

Attachments:

- Appendix A Grantee's Approved Work Plan, Budget and Narrative
- Appendix B Reporting and Payments Schedule
- Appendix C Reporting Narrative Guidelines & Template
- Appendix D Quarterly Expenditure Documentation Cover Sheet
- Appendix E ZGF 11/20/18 letter

GRANT AMOUNT:	$1,000,000
MATCH AMOUNT:	N/A
FUNDED TO SERVE:	The purchase or the build-out of a new facility providing culinary training services and community nutrition programming
GRANT PERIOD:	October 1, 2018 – September 30, 2019
PROGRAM PERIOD:	FY2019
TITLE OF AWARD:	DC Central Kitchen Grant

GRANT AGREEMENT
DC Central Kitchen Grant

APPENDIX A – Approved Work Plan, Budget, and Narrative

Scope of Work Narrative & Work Plan

At DC Central Kitchen, we believe our local food and hospitality sector represents the District of Columbia's best hope for establishing a maker economy with inclusive economic opportunities for DC residents of all income levels, skill sets, and educational backgrounds. But for all the healthy, local food currently being bought and sold in DC, our city is still riddled with food deserts and starkly inequitable health and economic outcomes. For more than four years, DC Central Kitchen has worked to refine our strategy for building a sustainable local economy that promotes the health and prosperity of all District residents – and with it, the vision for a new facility where our organization can expand our culinary training services and community nutrition programming. Executing this vision has become even more urgent due to the looming closure of our primary facility in the Federal City Shelter at 425 Second Street NW and extensive waitlists for our training and nutrition services resulting from our limited capacity in this overcrowded facility.

The Vision

DC Central Kitchen is poised to create the United States' most innovative hub in the fields of food industry workforce development, healthy food business incubation, and food desert solutions. With a new facility, DC Central Kitchen will be uniquely positioned to achieve the following goals:

1. Support the **training and employment of DC residents** in the rapidly growing hospitality sector, from back-of-house foodservice to front-of-house customer service to career pathways programming supporting upward mobility, thus meeting the diverse and rigorous demands of local employers;
2. Incubate **new nonprofit and entrepreneurial solutions** that expand healthy food access, support our local food system, and promote environmental sustainability through mentoring, prototyping support, and access to DC Central Kitchen's distribution and community outreach networks;

3. Strategically integrate the cultivation, aggregation, processing, and distribution of healthy, local food, in turn reducing costs, improving nutritional quality, and enhancing disaster response capabilities;
4. Establish the District as a national leader in the development of food sector career pathways and equitable, sustainable urban food systems with a high-profile, collaborative space for enterprise development and social service innovation.

Projected Work Plan
DC Central Kitchen's (DCCK) site selection process is underway. Our anticipated project timeline is as follows:

November 2018 – February 2019: Site Selection. DCCK is partnering with the firms of Civitas and Savills Studley to identify and secure a suitable location based on our program needs and specifications. With substantial landscape analysis already complete, DCCK is meeting with property owners, potential lessors, and District agency personnel to identify and select a site. Architectural test fits will be developed as needed to determine site appropriateness and viability.

February 2019 – April 2019: Site negotiations and transaction initiation. Once a site is selected, negotiations, due diligence, and financial arrangements will be made to initiate the transaction. In March 2019, DCCK will request the second allocation of $500,000 in District funds.

May 2019 – September 2019: Site acquisition and initial improvements. DCCK will complete the acquisition of a new site, either through purchasing transaction or a lease agreement. Pending any necessary permit approvals, renovations, construction, and/or Tenant Improvements will commence.

Our anticipated space needs and detailed program plan are as follows:

Functional Activity	Type of Space	Square Footage
Culinary Job Training	Kitchen Space	2,500
	Classroom Space	2,000
	Office Space/Meeting Space	1,800
	Training Café	2,000
Kitchen Production	Kitchen Space	7,500
	Cold Packing Space	800
	Office Space Attached to Kitchen	2,000

Storage	Refrigerated Space	2,500
	Freezer	2,000
	Warehouse (food)	6,000
	Warehouse (non-food)	2,000
Operations	Volunteer/Breakroom	500
	Staff Lockers/Shower	400
	Distribution/Staging (by dock)	500
Administration	Office Space	8,000
	Conference Room	1,500
Total Square Footage:		**42,000**

Budget Narrative
As DC Central Kitchen has relayed to the Council of the District of Columbia and the Workforce Investment Council (WIC), both purchasing and lease options are being considered.

In the event DCCK's facility search identifies a **purchase option** as the best path forward, the following budget narrative would apply:

Estimated cost of purchase
DC Central Kitchen believes that the acquisition of a single facility with the capacity to meet its operational needs would likely range between $7,000,000 and $12,000,000. The estimated per square foot cost of such an acquisition thus ranges between $166/sq. ft. and $286/sq. ft. DCCK has engaged multiple lending partners to support such an acquisition, and in this scenario District funds would be allocated toward initial deposit requirements.

In the event DCCK's facility search identifies a **lease option** as the best path forward, the following budget narrative would apply:

Estimated cost of lease
DC Central Kitchen believes that suitable facilities may be available for $15 per square foot and $20 per square foot, triple net. Assuming an additional $10 to $15 per square foot in additional operating expenses and taxes, this would require $1,050,000 to $1,470,000 in annual occupancy costs. Depending on the timing of the signing of this lease, and the payment plans established in that negotiation, District grant funds allocated under this agreement would be directed toward these essential expenses.

Additional build-out costs

In either scenario, DC Central Kitchen will require additional resources to ensure the identified facility meets all necessary regulations and requirements for the activities carried out by the organization, and fully aligns with its programmatic plans.

DCCK has worked with ZGF Architects LLP to conduct multiple test fit exercises and calculate planned costs for necessary activities such as demolition, improving building systems and envelope, tenant improvements, and furnishing fixtures and equipment (FF & E). (See Appendix E) As indicated in the anticipated square footage allocations provided on the previous page, this facility will house several different uses, reflecting the language submitted to DC Council in the original scope of work for this funding allocation.

As is reiterated in the signed document provided by ZGF Architects LLP as an attachment to this document, DCCK's anticipated build-out costs for a facility of the intended size could reasonably reach $10.8 million include the following:

- DEMOLITION within an existing facility is typically estimated to cost $40 per sq. ft., per ZGF's calculations. Thus, the demolition costs for an existing facility of this size could reach $1,680,000.

- BUILDING SYSTEMS AND ENVELOPE IMPROVEMENTS is typically estimated to cost $100 per sq. ft., per ZGF's calculations. Thus, the building systems and envelope improvement costs for an existing facility of this size could reach $4,200,000.

- TENANT IMPROVEMENT (TI) + FURNISHINGS, FIXTURES & EQUIPMENT is typically calculated according to different uses, from KITCHEN space at $300 per square foot to WAREHOUSE space at $100 per sq. ft. to OFFICE and CAFE space at $150 per sq. ft., per our internal calculations. All told, based on our test fit exercises with ZGF, such improvements for a facility of this size could total of $4,920,000.

Projected Budget Spending Plan
DC Central Kitchen has provided estimates in an attached document on ZGF's letterhead. As DCCK's site selection process is completed, these estimates may shift, and DCCK agrees to request any needed amendments by submitting a request to the WIC.

For more information on this project or DC Central Kitchen as a whole, DC Central Kitchen's designated point of contact is Chief Development Officer Alexander Moore, who can be reached at 202-847-0220 or amoore@dccentralkitchen.org.

Budget Narrative

Expenses:

Plans for sustainability of programming beyond the grant period:

DC Central Kitchen is the District's leader in providing culinary vocational training to unemployed and previously incarcerated adults. Since 2008, DC Central Kitchen has produced more than 800 graduates with an 88%job placement rate. We reduce criminal recidivism among returning citizens by more than 90% versus the national average. Our holistic approach to preparing at-risk adults for employment has been lauded by *The New York Times, Washington Post, Newsweek, PBS NewsHour*, and *NPR*. Because of this dramatic success, our Culinary Job Training program receives more than 100 applications for each course cycle, but we can only enroll 30 individuals per class due to space limitations at our current main facility. With an excess of demand from both interested DC residents *and* engaged DC employers, DC Central Kitchen's proven program is thus primed for expansion and replication in a new, fully functional facility.

Workforce Investment Council
2235 Shannon Place, SE, Suite 3031 | Washington, DC 20020

GRANT AGREEMENT
DC Central Kitchen Grant

APPENDIX B – Reporting & Payment Schedule

Report/Payment	Requirements	Timeline
Payment of 50%	Grant agreement is executed. Any budget expenditure source materials requested by WIC have been provided.	Upon execution of Grant Agreement
Quarterly Report Progress Update	Grantee informs WIC of the progress of the site selection. If a site has been selected, a Quarterly Progress Report and Budget Expenditure Report shall be submitted.	January 30, 2019
Progress Report	Grantee informs WIC of the progress of the site selection. If a site has been selected, a Budget Expenditure Report shall be submitted.	February 28, 2019
Progress Report	Grantee informs WIC of the progress of the site selection. If a site has been selected, a Budget Expenditure Report shall be submitted.	March 31, 2019
Payment	Payment approved by WIC for additional funds if site selection transaction documents provided warrant additional funds.	March 31, 2019
Quarterly Report	Quarterly Progress Report and Budget Expenditure Report submitted	April 15, 2019
Site Selection	Grantee informs WIC of site selection, provides transaction documents which details financial arrangements (demolition, building systems and envelope improvements, lease/tenant improvements, or purchase documents)	April 30, 2019
Payment	Payment approved by WIC for additional funds if site selection transaction documents provided warrant additional funds. Grantee is in good standing with the WIC per the provisions of the grant agreement.	May 30, 2019
Scheduled Site Visit	WIC to visit and observe build-out facility.	Week of June 17, 2019
Quarterly Report Progress Update	Grantee informs WIC of the progress of the site selection. Submits Quarterly Progress Report and Budget Expenditure Report.	June 30, 2019
Scheduled Site Visit	WIC to visit and observe build-out facility.	Week of August 19, 2019
Scheduled Site Visit	WIC to visit and observe build-out facility.	Week of September 23, 2019
Payment	Progress update is submitted and Grantee is in good standing with the WIC per the provisions of the grant agreement.	June 1 to September 30, 2019
Final Report	Final Expenditure Report with corresponding source documentation where requested and a final Program Report.	October 15, 2019

Workforce Investment Council
2235 Shannon Place, SE, Suite 3031 | Washington, DC 20020

GRANT AGREEMENT
DC Central Kitchen Grant

APPENDIX C – Reporting Narrative Guidelines & Template

Name of Applicant: (Individual, Group or Organization)	
Legal name, if different than above:	
Address:	
City, Province, Postal Code:	
Phone:	
Person completing this report:	
Title:	Date of Report:
E-mail:	Phone:

Thank you for your efforts in providing culinary training services and community nutrition programming in the District of Columbia. The WIC is interested in learning more about what you have learned and accomplished from your grant-funded projects. Please take a moment to complete all three sections of the progress report.

NARRATIVE (maximum of 4 pages, exclusive of attachments)

A. Results/Outcomes

1. Please describe the progress made toward the stated goals and objectives related to this specific grant (Please include those stated goals and objectives in your response.):

   a. What activities were conducted?

   b. What impact did you have?

   c. What key activities still need to be implemented?

2. Were there any unanticipated results, either positive or negative, that you have not already described in A1 above? If yes, please describe the implications.

3. Describe collaborations, if any, related to the work funded by this grant and how it impacted your efforts.

B. Lessons Learned

1. Describe what you learned based on the results/outcomes you reported in Section A above and what, if any, programmatic or organizational changes you will make based on your results/outcomes.

2. Did external or environmental factors (e.g., an economic downturn, a partner organization stopped providing services, etc.) affect the achievement of your build-out facility or organizational goals or the anticipated timeline? If yes, what did you do to address these issues?

C. Future Plans (Final report only)

1. If you will be continuing this program, what are the plans for sustaining or expanding the program, including a future-funding plan? (For a general operating grant, please answer in terms of the organization.) If discontinuing the program, what factors led to this decision?

2. What plans do you have to communicate your outcomes and lessons learned with others?

3. If you have identified areas where increased collaboration between organizations or sectors would lead to increased positive outcomes for your constituents, briefly describe your ideas.

D. Other Comments

1. Please share with us any recommendations you have for our grant making or reporting process.

THIS REPORT CAN BE EMAILED TO DIANE.PABICH@DC.GOV

Please keep a copy of the application for your records. Please do not submit your only copies, as the WIC cannot return materials.

For more information, please call 202-715-2854 or email diane.pabich@dc.gov.

Workforce Investment Council
2235 Shannon Place, SE, Suite 3031 | Washington, DC 20020

GRANT AGREEMENT
DC Central Kitchen Grant

APPENDIX D – Expenditure Report

ORGANIZATION:
AWARD PERIOD: **QUARTER:**
FINAL REPORT: YES / NO **DATE OF REQUEST:**

Category	Description	Approved Award Budget	Previously Approved Expenditures	Current Perio Expenditure
TOTAL				

Grant Certification:
I certify to the best of my knowledge and belief that this report is correct and complete and that primary documentation can be provided upon request.

FOR THE GRANTEE:

By: _____ _____
Signature Date

_____ _____
Name Title

FOR THE GRANTOR:

On Behalf of the Office of the Deputy Mayor for Education

By: _____ _____
Ahnna Smith, Executive Director Date

ZGF

Appendix E

PORTLAND
SEATTLE
LOS ANGELES
WASHINGTON DC
NEW YORK
VANCOUVER BC

PARTNERS
Braulio Baptista AIA
Kathy Shaloo Berg AIA, LEED AP BD+C
Joseph Collins FAIA, LEED AP BD+C
Patrick Cotter AIBC, AAA, OAA, AIA
Mark Foster AIA, NCARB
Toby Hasségren AIA
Ted Hyman FAIA, LEED AP
R. Doss Mabe FAIA
Robert Packard III ASSOCIATE AIA
Eugene Sandoval AIA, NCARB
Karl Sonnenberg AIA, ACHA
Allyn Stellmacher AIA, LEED AP
Todd Stine AIA, DBIA, LEED AP BD+C
Jan Carl Willemse AIA, LEED AP
Tim Williams AIA, LEED AP
PRINCIPALS
Debra Barbour ASSOCIATE AIA
M. Otto Condon AICP
Jeff Daiker PA
Peter Dougherty AIA, LEED AP
Jed Edeler AIA
Jerry Foster AIA
Jason Kasparek AIA, LEED AP BD+C
Barbara Kubast AIA, EDAC
Monica Schaffer
James Woolum AIA, IIDA

ZGF ARCHITECTS LLP
1800 K Street NW
Suite 200
Washington, DC 20006
T 202 380 3120
www.zgf.com

November 20, 2018

Mr. Todd Lang
Executive Director
District of Columbia Workforce Investment Council
2235 Shannon Place SE, Suite 3031
Washington, DC 20020

Dear Director Lang,

My name is Otto Condon, and I am a Principal of ZGF Architects LLP. It has been my pleasure to work with DC Central Kitchen for several years, helping this valued nonprofit organization determine their space needs and vision for future facilities, and evaluate prospective sites for their future home. Per the direction of the WIC's general counsel, Ms. Nicole Reece, DC Central Kitchen has requested the following information in order to facilitate the execution of their $1,000,000 grant towards a new facility.

Through our exploratory design studies with DC Central Kitchen, it has been determined that their overall space needs are in the 42,000 square foot range. Should DC Central Kitchen procure an existing building, it will most likely involve substantial renovations and improvements in order to meet their programmatic requirements. DC Central Kitchen believes that the acquisition of a single facility with the capacity to meet its operational needs could likely range between $7,000,000 and $12,000,000. Based on our preliminary test fit studies of several potential sites, and our own expertise, we have identified the potential additional development costs that will likely be required to complete their vital project.

- DEMOLITION within an existing facility can typically cost $40 per sq. ft., per our preliminary budget estimate. Thus, the demolition costs for an existing facility of this size could reach $1,680,000.
- BUILDING SYSTEMS AND ENVELOPE IMPROVEMENTS to an existing building may cost $100 per sq. ft., per our preliminary budget estimate. Thus, the building systems and envelope improvement costs for an existing facility of this size could reach $4,200,000.
- TENANT IMPROVEMENT (TI) + FURNISHINGS, FIXTURES & EQUIPMENT (FFE) is typically budgeted according to different uses, from KITCHEN space at $300 per square foot to WAREHOUSE space at $100 per sq. ft., to OFFICE and CAFE space at $150 per sq. ft. Based on our test fit studies with DC Central Kitchen, such improvements for a facility of this size could be $4,920,000.

ZGF

Consequently, on top of any potential acquisition or leasing costs, DC Central Kitchen could reasonably be responsible for an additional $10.8M in renovation and construction costs.

Thank you for your efforts in helping DC Central Kitchen fulfill its promise and secure a facility where it can do even more for this community. Should you have any additional questions, please feel free to contact me at 202.380.3015 or otto.condon@zgf.com.

Sincerely,
ZGF ARCHITECTS LLP



M. Otto Condon
Principal

OFFICE OF THE CHIEF TECHNOLOGY OFFICER GOVERNMENT OF THE DISTRICT OF COLUMBIA	**MOU Executive Brief OCTO Division**
OCTO Deputy/Executive: Carol Harrison	**Program Manager:** Stephen Miller
Agency: Office of the Deputy Mayor for Greater Economic Opportunity (DMGEO)	**Dollar Amount:** $80,000.00
Date Submitted: Dec 13 2018 4:26PM	**eMOU#:** TO0EM0-2019-01150

Project Description:

DCLaw L22-0095 ACT 22-279 requires the Workforce Investment Council to develop and update annually a Workforce Development System Expenditure Guide outlining all District government spending on workforce development and adult education across agencies.

Risks:

Timeline is very short and runs over end of year holidays. Resourcing schedules will be tight
Development, QA timelines will be shortened

Challenges:

Resource commitment
Development, QA timelines will be shortened

Urgency: ☐ Normal ☒ Rush ☐ Expedite

MEMORANDUM OF UNDERSTANDING

BETWEEN

OFFICE OF THE DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITY

AND

DISTRICT OF COLUMBIA OFFICE OF THE CHIEF TECHNOLOGY OFFICER

FOR FISCAL YEAR 2019

MOU Number: TO0EM0-2019-01150

I. NON-ELECTRONIC MOU

This MOU is marked as Non-Electronic(Paper) type. Please refer the attachments for this MOU to find related documents.

IN WITNESS WHEREOF, the Parties hereto have executed this MOU as follows:

OFFICE OF THE DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITY

Date:

Ahnna Smith, ED

DISTRICT OF COLUMBIA OFFICE OF THE CHIEF TECHNOLOGY OFFICER

Date:

Acting CTO
Lindsey Parker (OCTO)

INTRA-DISTRICT STANDARD REQUEST FORM

Government of District of Columbia

MOU Number:	TO0EM0-2019-01150	**Date of MOU:**	01/18/2019

Buyer Information

Agency Name:	DMGEO	Agency Code:	EM0
Name of Contact:	Frehiwot Deresso	Address:	441 4th St. NW. Suite 890N
Telephone #:	(202) 727-1027	Fax #:	

Frehiwot Deresso

Signature

Date: 01/03/2019

Seller Information

Agency Name:	OCTO	Agency Code:	TO0
Name of Contact:		Address:	200 I ST, SE WASHINGTON, DC 20003
Telephone #:		Fax #:	

Signature

Date:

Service Information and Funding Codes

GOOD/ SERVICE: For Technology related services

Buyer

AGY	YR	ORG	FUND	INDEX	PCA	OBJ	AOBJ	GRANT	PROJ	AG1	AG2	AG3	AMOUNT
EM0	19	3030	0100	3030L	BUS30	0506	0506	NA	NA	NA	NA	NA	$80,000.00

Seller

AGY	YR	ORG	FUND	INDEX	PCA	OBJ	AOBJ	GRANT	PROJ	AG1	AG2	AG3	AMOUNT

eMOU Approval History

2/14/2019 4:49:06 PM

TO0EM0-2019-01150

Step Name	Name	Status Name	Status Date	Comments
MOU Author Review	Hunt, Brenda L. (OCTO Contractor) (OCTO)	Approved	12/13/2018 6:57:16 PM	The requirements document has not been finalized /signed by client
IDSR Form Signature - Buyer Agency	Frehiwot Deresso, AFO (OCFO)	Signed	1/3/2019 10:27:46 AM	
OCTO Program Manager Review	Bentivegna, Michael (OCTO) (OCTO)	Approved	1/3/2019 10:32:27 AM	
OCTO General Counsel Review	Pamela Brown (OCTO)	Approved	1/18/2019 9:44:39 AM	
OCTO Executives Review	Tehsin Faruk (OCTO)	Approved	1/18/2019 11:22:37 AM	

GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER
GOVERNMENT OPERATIONS CLUSTER
OFFICE OF FINANCE AND RESOURCE MANAGEMENT

MEMORANDUM

To: Deborah George Johnson, Director
Office of Legislative Support, EOM

Thru Angelique Rice, Interim Associate Chief Financial Officer
for Government Operations Cluster

From: Courtney Snowden, Deputy Mayor
Office of the Deputy Mayor for Greater Economic Opportunity

Date: February 13, 2018

Subject: Request for Reprogramming of Local Funds in the Office of the Deputy Mayor for Greater Economic Opportunity (EM0) $686,095.24.

This is to request a reprogramming in the amount of $686,095.24 (Local Funds) from Non- Personal Services Comp Source (0050) to Non- Personal Services Comp Source (0041)

Amount proposed for reprogramming:

Local funds $686,095.24

Why are the funds needed?
Funds are needed to ensure the following:

- The WIC is able to procure contractual services that support workforce intermediary training programs

Is this a reprogramming to restore a budget cut authorized by the Mayor and/or Council?

No, this reprogramming does not restore a budget cut authorized by the Mayor or the Council.

What hardship will the District face if the action is postponed until the subsequent fiscal year?

This reprogramming is required to align resources to meet the agency's goals for FY 2018.

How will the funds be reprogrammed?

The funds will be reprogrammed from CSG 0050 (Subsides) to CSG 0041(Contracts) See attached sheet for details.

Why are the funds available?

The Funds are available in subsides and we do not have grant authority will use the funds in contracts.

What programs, services, or other purchases will be delayed as a result of the action, and impact on the program or agency?

No other programs, services will be delayed as a result of this action.

Should you have any questions, please feel free to contact M. Awan, Financial Manager, and Government Operations Cluster on 202-727-6503.

SOAR Reprogramming Entry Form

Attachment A – Local Funds (0100)

Attachment A – Local Funds (0100)

OPERATING BUDGET REPROGRAMMING REQUEST

Originating Agency Name and Code:
Government of the District of Columbia — Office of the Deputy Mayor for Greater Economic Opportunity (EM0)

Budget Fiscal Year: 2018

APPROVAL REQUIRED FOR THE FOLLOWING:		APPROVAL LEVEL:	
	Shift Between Agencies		Agency
	Shift Between Activities	x	OBP
	Shift Between Programs		DC Council
x	Shift Within Programs		

Agency Director: (signature)
Agency CFO: (signature)
Associate CFO: (signature)

Agency Request Number: 2

Budget Reprogramming Amount Requested: $ 686,095

Prepared By: M.Lewis

DATE: 02/13/18

Total # of Pages: 1 of 1

Agency Code	Program Code	Activity Code	Program Name	Agency Fund	Index	PCA	Object	Object Class	Approved Budget Amount	Current Budget Amount	Amount of Decrease (-)	Amount of Increase (+)	Revised Budget Amount
EM0	3030	3030	Workforce Investment	0100	3030L	BUS30	0050	0506	$ 1,186,095.24	$ 1,186,095.24	$ (686,095.24)		$ 500,000.00
EM0	3030	3030	Workforce Investment	0100	3030L	BUS30	0041	0409	$ -	$ -	$ -	$ 686,095.24	$ 686,095.24
													$ -
													$ -
													$ -
													$ -
													$ -
TOTAL									$ 1,186,095.24	$ 1,186,095.24	$ (686,095.24)	$ 686,095.24	$ 1,186,095.24

Justification of Reprogramming Proposal: Please see attached

WIC CONTRACTS AND PROCUREMENTS, FY18 AND FY19, AS OF FEB. 1, 2019*
(complete columns A-AB)

Contract Number, as it appears in OCP's Awarded Contracts Database	Contractor /Vendor Name	Contracting Officer name	For HCAs, number of Task Orders issued	Specific description of contractual goods and/or services	Has contract fully met all requirements? (Yes, No, or in progress)	Period of performance (dates)	Current year of contract (e.g. Base Year, Option Year 1, etc.)	Funding source (e.g. federal, local, SPR)	Maximum or total contract or procurement value in FY2018, per contract, and for Human Care Agreements, aggregated by vendor for all task orders under each HCA	Actual expenditures in FY2018 for each contract (aggregated by vendor for all task orders under each HCA)	Maximum or total contract or procurement value in FY2019 (for Human Care Agreements, aggregated by vendor)	payments made in FY2019 for each contract (aggregated by vendor for task orders under 1 specific HCA), as of Feb. 1
2018												
DCEB-2017-C-0004	DB GRANT ASSOCIATES INC.	Tia Mercer	N/A	One-stop operator (Coordination, Assessment and Recommendations of the One-Stop Career Centers)	Yes	09/18/2017 09/18/2018	Option Year 1	Intra-Distr	$587,975	$515,943		
DCEB-2016-F-0004/GS-25F-0062L (CW46483)	XEROX CORPORATION	Tia Mercer	N/A	Copier contract	YES	09/05/2017 09/30/2018		Intra-Distr	$5,000	$6,747		
DCEB-2016-C-1001	KAIROS MANAGEMENT INC	Tia Mercer	N/A	Technical assistance, Research, Staff Development, Writing Services, Data Dashboard	Yes	09/05/2017 09/30/2018	Final Option Year	Intra-Distr	$266,099	$85,371		
DCEB-2016-C-1001	KAIROS MANAGEMENT INC	Tia Mercer	N/A	Technical assistance, Research, Staff Development, Writing Services, Data Dashboard	Yes	09/30/2017 09/30/2018	Final Option Year	Intra-Distr	$72,960	$69,960		
DCEB-2017-C-0001	GROWTH TRANSITIONS, INC.	Tia Mercer	N/A	Develop a community of practice for adult education & workforce providers in the District	Yes	1/23/2017 01/23/2018 01/23/2019	Option Year 1	Intra-Distr	$60,940	$0		
DCEB-2016-C-2015	JEFFREY C. MARCELLA	Tia Mercer	N/A	Technical assistance, policy and grant writing services	Yes	08/31/2017 08/31/2018	Option Year 2	Intra-Distr	$9,295	$9,295		
DCEB-2017-C-0001	GROWTH TRANSITIONS, INC.	Tia Mercer	N/A	Develop a community of practice for adult education & workforce providers in the District	Yes	01/23/2017 01/23/2018	Option Year 1	Intra-Distr	$60,390	$60,390		
DCEB-2017-C-0001	GROWTH TRANSITIONS, INC.	Tia Mercer	N/A	Develop a community of practice for adult education & workforce providers in the District	Yes	01/23/2017 01/23/2018	Option Year 1	Local	$997	$997		
DCEB-2017-C-0001	GROWTH TRANSITIONS, INC.	Tia Mercer	N/A	Develop a community of practice for adult education & workforce providers in the District	Yes	01/23/2017 01/23/2018	Option Year 1	Local	$6,758	$6,758		
DCEB-2016-C-2015	JEFFREY C. MARCELLA	Tia Mercer	N/A	Technical assistance, policy and grant writing services	Yes	08/31/2017 08/31/2018	Option Year 2	Local	$39,748	$22,308		
CW59964	SEABERRY DESIGN AND COMMUNI	Tia Mercer	N/A	Communications and Marketing	Yes	3/22/2018	Option Year 2	Intra-Distr	$9,960	$9,960		
DCEB-2016-C-1001	KAIROS MANAGEMENT INC	Tia Mercer	N/A	Technical assistance, Research, Staff Development, Writing Services, Data Dashboard	Yes	09/30/2017 09/30/2018	Final Option Year	Intra-Distr	$180,729	$175,277		
DCEB-2017-C-0001	GROWTH TRANSITIONS, INC.	Tia Mercer	N/A	Develop a community of practice for adult education & workforce providers in the District	Yes	01/23/2017 01/23/2018	Option Year 1	Local	$181,356	$56,017		
CW63462	STRONG PRODUCTION LLC	Tia Mercer	N/A	Marketing Specialist	Yes		N/A	Local	$15,120	$15,120		
CW63106-T01	DESTINED FOR GREATNESS LLC	Tia Mercer	N/A	To provide Work Reainess Training to DC residents	Yes	09/06/2018 09/30/2018	N/A	Intra-Distr	$115,000	$100,000		
CW63135-T01	KBEC GROUP INC.	Tia Mercer	N/A	To provide Work Reainess Training to DC residents	Yes	09/06/2018 09/30/2018	N/A	Intra-Distr	$110,000	$100,000		
CW48015	HALES CREATIVE SOLUTIONS	Tia Mercer	N/A	To provide Work Reainess Training to DC residents	Yes		N/A	Local	$82,500	$98,750		
CW56511-WIC-T01	COVENANT HOUSE WASHINGTON	Tia Mercer	N/A	To provide Work Reainess Training to DC residents	Yes	09/06/2018 09/30/2018	N/A	Intra-Distr	$58,500	$46,500		
CW63660	HALES CREATIVE SOLUTIONS	Tia Mercer	N/A	To provide Work Reainess Training to DC residents	Yes	09/06/2018 09/30/2018	N/A	Intra-Distr	$351,000	$262,000		
CW63832	CENTER FOR INNOVATION, RESEARC	Tia Mercer	N/A	To provide Work Reainess Training to DC residents	Yes	09/06/2018 09/30/2018	N/A	Intra-Distr	$115,500	$98,100		
CW63509	VTECH SOLUTION, INC.	Tia Mercer	N/A	Workforce Intermediary Program Coordinator	Yes		N/A	Local	$10,625	$6,253		
2019												
DCEB-2017-C-0001	GROWTH TRANSITIONS, INC.	Tia Mercer	N/A	Develop a community of practice for adult education & workforce providers in the District	In progress	1/23/2019	Option Year 2	Local			$67,417	$22,450
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DCEB-2017-C-0004	DB GRANT ASSOCIATES INC.	Tia Mercer	N/A	One-stop operator (Coordination, Assessment and Recommendations of the One-Stop Career Centers)	In progress	9/30/2019	Option Year 1	Local			$150,294	$45,266
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N/A	DC CENTRAL KITCHEN INC	Ahnna Smith	N/A	To expand culinary job training and kitchen production space	In progress	9/30/2019	Base Year	Local			$1,000,000	$500,000
DCEB-2016-C-2015	JEFFREY C. MARCELLA	Tia Mercer	N/A	Technical assistance, policy and grant writing services	In progress	8/31/2019	Option Year 3	Local			$49,044	$0

*** Data and information regarding 2018 and 2019 Human Care Agreements (HCAs) for Eligible Training Providers is currently being reviewed for accuracy. This information will be shared as soon as it is available.**

WIC CONTRACTS AND PROCUREMENTS, FY18 AND FY19, AS OF FEB. 1, 2019*

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Contract Number, as it appears in OCP's Awarded Contracts Database	Contractor /Vendor Name	Contracting Officer name	For HCAs, number of Task Orders issued	Specific description of contractual goods and/or services	Has contract fully met all requirements? (Yes, No, or in progress)	Period of performance (dates)	Current year of contract (e.g. Base Year, Option Year 1, etc.)	Funding source (e.g. federal, local, SPR)	Maximum or total contract or procurement value in FY2018, per contract, and for Human Care Agreements, aggregated by vendor for all task orders under each HCA	Actual expenditures in FY2018 for each contract (aggregated by vendor for all task orders under each HCA)	Maximum or total contract or procurement value in FY2019 (for Human Care Agreements, aggregated by vendor)	payments made in FY2019 for each contract (aggregated by vendor for task orders under 1 specific HCA), as of Feb. 1
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GOVERNMENT OF THE DISTRICT OF COLUMBIA

TASK ORDER AGREEMENT

PAGE 1 OF PAGES 24

1. CONTRACT NUMBER:	2. PURCHASE REQUEST NO.	3. EFFECTIVE DATE:
CW63509		See box 13(c)

4. ISSUED BY	5. ADMINISTERED BY *(If other than Item 5)*
Office of Contracting and Procurement 441 4th Street NW, 700S Washington, DC 20001	Deputy Mayor's Office of Greater Economic Opportunities 2235 Shannon Place SE., Suite 3040 Washington, DC 20020

6. NAMES AND ADDRESS OF PROVIDER/CONTRACTOR *(No. Street, county, state and ZIP Code)*

vTech Solution, Inc.
1100 H Street, NW-Suite 450
Washington, DC 20005
POC: Haresh Vataliya Phone: (202) 241-0167 Email: rfp.vtech@vtechsolution.com

7. PROVIDER/CONTRACTOR SHALL SUBMIT ALL INVOICES TO:	8. DISTRICT SHALL SEND ALL PAYMENTS TO
The Contractor shall create and submit payment requests in an electronic format through the DC Vendor Portal, https://vendorportal.dc.gov	vTech Solution, Inc. 1100 H Street, NW-Suite 450 Washington, DC 20005 POC: Haresh Vataliya Phone: (202) 241-0167 Email: rfp.vtech@vtechsolution.com

9. DESCRIPTION OF TASK ORDER AGREEMENT AND RATE COST

ITEM LINE NO.	NIGP CODE	BRIEF DESCRIPTION OF HUMAN CARE SERVICE	QUANTITY OF SERVICE REQUIRED	TOTAL SERVICE UNITS	SERVICE RATE	TOTAL AMOUNT
See Section 2 on page 2		Program Coordinator (Temporary for WIC)	See Section 2 on page 2	See Section 2 on page 2	See Section 2 on page 2	NTE $10,635.28
			Not-To-Exceed (NTE) Amount			$10,635.28

10. APPROPRIATION DATA AND FINANCIAL CERTIFICATION

LINE	AGT	YEAR	INDEX	PCA	OBJ	AOBJ	GRANT PH	PROJ PH	AG1	AG2	AG3	PERCENT	FUND SOURCE	AMOUNT

A. SOAR SYSTEM OBLIGATION CODE. See Purchase Order	B. Name of Financial Officer (Typed): N/A	C. Signature: N/A	D. Date: N/A

11. PERIOD OF TASK ORDER AGREEMENT

Starting Date: See box 13(c)	*Ending Date:* Date of Award through September 30, 2018

TASK ORDER AGREEMENT SIGNATURES

Pursuant to the authority provided in D.C. Law 13-155, this HUMAN CARE AGREEMENT is being entered into between the Provider/Provider specified in Item No. 6 of this document. *The Provider Provider is required to sign and return two (2) originals of this document to the Contracting Officer of the Issuing Office stated in Item No. 5 of page 1 of this document. The Provider* Provider further agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this Human Care Agreement and on any continuation sheets or appendices for the consideration stated above, and as ordered under purchase orders issued pursuant to this Agreement. The rights and obligations of the parties to this Human Care Agreement shall be subject to and governed by the following documents: (a) this Human Care Agreement; (b) the *STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS*, dated July 2010; (c) Any other provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. This Human Care Agreement between the signatories to this document consummates the final agreement of the parties.

12. FOR THE PROVIDER/CONTRACTOR		*13. FOR THE DISTRICT OF COLUMBIA*	
A. Name and Title of Signer *(Type or print)* Name: Anisha Vataliya Title: President		A. Name of Contracting Officer *(Type or print)* Name: Tia Mercer Title: Contracting Officer	
B. Signature of vTech Solution, Inc.	C. DATE 8/24/2018	B. Signature of CONTRACTING OFFICER	C. DATE 8/24/18

1. **SERVICES REQUIRED**

The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO) (the "District") is seeking a Contractor with an active DC Supply Schedule, and a DC Certified Business Enterprise (SBE and ROB emphasis) certification, to provide a Program Coordinator to support the Workforce Investment Council (WIC) with Workforce Intermediary-related projects.

The services to be provided by the Contractor shall include, but not be limited to, developing and maintaining program outcome/program activity reports, providing community outreach support to WIC senior management for workforce training programs, performing as liaison between WIC vendor(s) and WIC senior management and providing administrative support to the WIC senior management staff.

2. **PRICE SCHEDULE**

CLIN	Item Description	Hourly Rate	Not-to-Exceed Price
0001	Program Coordinator	$55.34	$ 10,635.28

3. **TERM OF CONTRACT**

The period of performance for this Task Order Agreement shall be from date of award through September 30, 2018.

4. **DELIVERABLES**

SOW	Deliverable	Qty	Format and Method of Delivery	Due Date
C.4.4	Draft/Final program outcomes and program activity reports	1	Email	As Needed

5. **CONTRACTING OFFICER (CO)**

Contracts may be entered into and signed on behalf of the District Government only by Contracting Officers. The name, address and telephone number of the Contracting Officer for this Task Order Agreement is:

Tia Mercer
Contracting Officer
Office of Contracting and Procurement (Servicing DOES/DMGEO/WIC)
4058 Minnesota Avenue
Washington, DC 20019
(202) 671-3100 (voice)
Tia.Mercer@dc.gov

6. **CONTRACT ADMINISTRATOR (CA)**

The CA is responsible for the technical administration of the contract and advising the Contracting Officer as to the Contractor's compliance or noncompliance with the contract. In addition, the CA is responsible for the day-to-day monitoring and supervision of the contract as well as ensuring that the work conforms to the requirements of this contract and such other responsibilities and authorities as may be specified in writing by the Contracting Officer.

The CA for this Task Order Agreement is:

Rosemary Suggs-Evans
Government of the District of Columbia
Office of the Deputy Mayor for Greater Economic Opportunity
2235 Shannon Place, SE - Suite 3040
Washington, DC 20020
(202) 545-3061
Rosemary.Suggs-Evans@DC.Gov

It is understood and agreed that the CA shall not have the authority to make changes in the specifications/scope of work or terms and conditions of the contract.

Contractor shall be held fully responsible for any changes not authorized in advance, in writing, by the Contracting Officer, and may be denied compensation or other relief for any additional work performed that is not so authorized, and may also be required, at no additional cost to the District, to take all corrective action necessitated by reason of the unauthorized changes.

7. ORDERING

Services to be provided until this Task Order Agreement shall be ordered by the Contract Administrators specified in Section 6 above according to the prices set forth in the price schedule. Orders may be issued by electronic methods.

8. COMPENSATION AND PAYMENT

The District shall make payment upon submission of proper invoices at the prices stipulated in Section 2 of this Task Order Agreement for supplies delivered and accepted services performed, less any discounts, allowances or adjustments provided for in this Task Order Agreement. The District shall pay the Contractor on or before the 30th day after receiving a proper invoice from the Contractor.

9. INVOICE SUBMITTAL

9.1 The Contractor shall create and submit payment requests in an electronic format through the DC Vendor Portal, https://vendorportal.dc.gov

9.2 The Contractor shall submit proper invoices monthly or as otherwise specified in Section 8

9.3 To constitute a proper invoice, the Contractor shall enter all required information into the Portal after selecting the applicable purchase order number which is listed on the Contractor's profile.

10. INCORPORATED DOCUMENTS

Contractor shall perform under this Task Order Agreement pursuant to the terms of the following documents that are hereby incorporated by reference and made a part of this contract, which in the event of a conflict shall be resolved by giving precedence in the order of priority listed below:

(1) Standard Contract Provisions (July 2010) {Solely Incorporated by Reference}
(2) This Task Order Agreement (coversheet plus Sections 1 thru 10)
(3) Solicitation – Program Coordinator for the Workforce Investment Council (WIC) - issued via E-Sourcing Doc395804 on August 20, 2018 {Attachment A to this Task Order Agreement}
(4) vTech's Quote dated August 23, 2018 {Attachment B} to this Task Order Agreement}; and
(5) vTech's DC Supply Schedule Contract (CW43252) {Solely Incorporated by Reference}.

Attachment A

Solicitation

Program Coordinator
for the
Workforce Investment Council (WIC)

Issued via E-Sourcing Event - Doc395804
on
August 16, 2018

DISTRICT OF COLUMBIA
OFFICE OF THE DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITIES
WORKFORCE INVESTMENT COUNCIL
Program Coordinator

Statement of Work

SECTION B: SERVICES

B.1 The Office of Contracting and Procurement (OCP), on behalf of Office of the Deputy Mayor for Greater Economic Opportunities (DMGEO) (the "**District**"), is seeking a Contractor with an active MOBIS DC Supply Schedule contract and a DC Certified Business Enterprise (SBE and ROB emphasis) certification, to provide a Program Coordinator to support the Workforce Investment Council (WIC) with Workforce Intermediary-related projects.

B.2 This is a fixed-unit price procurement.

B.3 The District intends to make one (1) award based on the DCMR Section 2100.1 (d) and Lowest Price Technically Acceptable (LPTA).

B.4 PRICE SCHEDULE

CLIN	Item Description	Hourly Rate	Estimated Hours	Estimated Price
0001	Program Coordinator	$ 55.34	192	$ 10,625.28
				$ 10,625.28

B.4.1 The Contractor shall provide a **Price Breakdown along with the submitted quote** that includes the following:

- Hourly rates for all personnel expected to perform work **(*Please map Price Schedule to current DCSS Labor Category and rates)**; and
- Other costs included in the total price

Anisha Vataliya
Print Name (Authorized Personnel)

vTech Solution Inc.
Company

Signature (Authorized Personnel)

8/24/2018
Date

END OF SECTION B

C. SCOPE OF WORK

The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO) (the "District") is seeking a Contractor with an active DC Supply Schedule, and a DC Certified Business Enterprise (SBE and ROB emphasis) certification, to provide a Program Coordinator to support the Workforce Investment Council (WIC) with Workforce Intermediary-related projects.

The services to be provided by the Contractor shall include, but not be limited to, developing and maintaining program outcome/program activity reports, providing community outreach support to WIC senior management for workforce training programs, performing as liaison between WIC vendor(s) and WIC senior management and providing administrative support to the WIC senior management staff.

C.1 Applicable Documents

The following documents are applicable to this procurement:

Item No.	Title	Date
001	Standard Contract Provisions for use of District Government Supplies and Services **(Incorporated by Reference)** **http://ocp.dc.gov/sites/default/files/dc/sites/ocp/publication/attachments/Standard%20Contract%20Provisions%20-%20July%202010.pdf**	**July 2010**
002	District of Columbia Municipal Regulations (DCMR – Title 27) **{Incorporated by Reference}** **https://ocp.dc.gov/publication/dcmr-27**	**June 2013**
003	Procurement Practices Reform Act of 2010 **(Incorporated by Reference)** **https://ocp.dc.gov/sites/default/files/dc/sites/ocp/publication/attachments/PPRA.pdf**	**June 2013**

C.2 Background

The District's Workforce Investment Council (WIC) is a private-sector led board responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an integrated and effective workforce investment system. Members of the WIC include representatives from the private sector, local business representatives, government officials, organized labor, youth community groups, and organizations with workforce investment experience.

C.3 Minimum Requirements

The Contractor shall meet the following minimum qualifications:

1. Possess a current Certified Business Enterprise (CBE) certification from the Department of Local Business Development (DSLBD) with a certification emphasis of Small Business Enterprise (SBE);
2. Possess a current DC Supply Schedule contract under the MOBIS schedule category;
3. Provide narrative (3 Pages Max) regarding relevant experience in project management, program management and administrative support;

4. Provide three (3) resumes of potential candidates that possess at least 2-3 years of program/project management experience with an emphasis on contract management, community engagement or client management. In addition, potential candidates shall be proficient in Microsoft Office. A Bachelor's Degree and knowledge of the Workforce Innovation and Opportunities Act of 2014 (WIOA) is preferred but not required.

C.4 Requirements

The Contractor shall perform the following tasks, on an as needed basis, in order to achieve the objectives of this procurement:

C.4.1 Perform as liaison between WIC vendor(s) and WIC senior management;

C.4.2 Provide community outreach support to WIC senior management for workforce training programs;

C.4.3 Provide administrative support to the WIC senior management; and

C.4.4 Develop/Maintain program outcomes and program activity reports

C.5 Period of Performance

The period of performance is date of award through September 30, 2018.

C.6 Deliverables

SOW	Deliverable	Qty	Format and Method of Delivery	Due Date
C.4.4	Draft/Final program outcomes and program activity reports	1	Email	As Needed

C.7 **Payment**

The District will pay the vendor for satisfactory delivery of the good(s)/service(s) in accordance with the pricing stipulated in the Price Schedule (Section B.4).

C.8 **Invoicing**

The Contractor shall create and submit payment requests in an electronic format through the DC Vendor Portal, https://vendorportal.dc.gov

C.8.1 The Contractor shall submit proper invoices on a monthly basis or as otherwise specified in Section C.7.

C.8.2 To constitute a proper invoice, the Contractor shall enter all required information into the Portal after selecting the applicable purchase order number which is listed on the Contractor's profile.

Attachment B

vTech's Quote
Dated
August 23, 2018

Request for Quotes

PROGRAM COORDINATOR

(Doc395804)

SECTION B - PRICING

Proposed To:

Office of the Deputy Mayor for Greater Economic Opportunities
Workforce Investment Council

Proposed By:

VTECHSOLUTION
You Seek, We Deliver.
1100 H Street, N.W. Suite 450, Washington DC 20005
202.241.0167 (O)| 866.733.4974 (F)
rfp.vtech@vtechsolution.com

DUE DATE: AUGUST 23, 2018 | 2:00 PM

A. SECTION B

DISTRICT OF COLUMBIA
OFFICE OF THE DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITIES
WORKFORCE INVESTMENT COUNCIL
Program Coordinator

Statement of Work

SECTION B: SERVICES

B.1 The Office of Contracting and Procurement (OCP), on behalf of Office of the Deputy Mayor for Greater Economic Opportunities (DMGEO) (the "**District**"), is seeking a Contractor with an active MOBIS DC Supply Schedule contract and a DC Certified Business Enterprise (SBE and ROB emphasis) certification, to provide a Program Coordinator to support the Workforce Investment Council (WIC) with Workforce Intermediary-related projects.

B.2 This is a fixed-unit price procurement.

B.3 The District intends to make one (1) award based on the DCMR Section 2100.1 (d) and Lowest Price Technically Acceptable (LPTA).

B.4 PRICE SCHEDULE

CLIN	Item Description	Hourly Rate	Estimated Hours	Estimated Price
0001	Program Coordinator	$55.34	192	$10,625.28
				$ 10,625.28

B.4.1 The Contractor shall provide a **Price Breakdown along with the submitted quote** that includes the following:

- Hourly rates for all personnel expected to perform work **(*Please map Price Schedule to current DCSS Labor Category and rates)**; and
- Other costs included in the total price

Anisha Vataliya
Print Name (Authorized Personnel)

vTech Solution Inc.
Company

Signature (Authorized Personnel)

8/23/2018
Date

END OF SECTION B

LABOR CATEGORIES MAPPING

CLIN	LABOR CATEGORY	BILL RATE	MOBIS LABOR CATEGORY	DCSS RATE (2017-2018)
1	Program Coordinator	$55.34	Project Manager Level 2	$80.06

Request for Quotes

PROGRAM COORDINATOR

(Doc395804)

Proposed To:

Office of the Deputy Mayor for Greater Economic Opportunities
Workforce Investment Council

Proposed By:

VTECHSOLUTION
You Seek, We Deliver.
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BACKGROUND AND EXPERIENCE

VTECH'S HISTORY

vTech Solution Inc. is a small, women-owned, and minority-owned Business, headquartered in Washington, D.C. vTech, was incorporated in January, 2006 under the Commonwealth of Virginia as an IT Professional firm. vTech was the brainchild of Haresh Vataliya and Kapil Patel, both of whom now serve as the Directors of the company. vTech was established a decade ago, based on market survey at the time, as an organization that would assist corporations and government clients on the IT Consulting and Staffing platform.

Initially hired as an Administrative Assistant in the year 2009, Anisha Vataliya eventually took over the role of Director of Operations and became the majority stockholder of the company in the year 2014. Anisha and Haresh oversee the day-to-day operations of the company, while Kapil reviews the business and its financial structure from time to time and offers his guidance and expertise when required. In addition, Anisha also oversees the financial operations of the firm and ensures efficient coordination with accounting and/or human resources transactions of the company.

vTech has experienced constant and tremendous growth over the past several years and has developed various staffing techniques and also enhanced methodology and policies of staffing. We are specialized in IT staffing, staff augmentation and IT consulting services. This success can be attributed to the strong directorship demonstrated by the three pillars of the company, Anisha, Haresh and Kapil.

vTech's senior leadership has over twenty years of experience in IT physical and logical infrastructure design, cyber-security best practices, cloud technology, Federal Information Security Management Act (FISMA) compliance, and Federal Risk and Authorization Management Program (FedRAMP) governance. vTech's team of subject matter experts (SMEs) has Project Management Professional (PMP), Microsoft Certified Professional (MCP), Certified Information Systems Security Professional (CISSP), Microsoft Private Cloud and other highly respectable certifications.

RELEVANT EXPERIENCE

We have provided more than 50 project and program managers, coordinators to our clients. We possess strong resource pool in DC. We have placed following consultants in DC for similar performance.

Department: **Metropolitan Police Department**
Position Name: Project Coordinator
Location: Washington DC
Description: Our Consultant (Project Coordinator) ensured all District residents have meaningful access to computers and high-speed broadband by means of organizing program information, validating alternative Digital Divide/Inclusion program strategies and implementation approaches. Also actively participated with the senior management team in developing sound, practical, fiscally-responsible action plans, and coordinated among various government entities and external program stakeholders (e.g., nonprofit orgs, educational entities, businesses, and community anchor institutions).

Department: **Portland Development Commission**
Position Name: Senior Administrative Coordinator/Project Coordinator Level 1

Location: Portland OR
Description: Our Consultant (Senior Administrative Coordinator/Project Coordinator Level 1) assisted with event coordination and marketing. Also planned, coordinated, and implemented redevelopment projects and programs. Developed collaborative partnerships with public, private, and community-based organizations to achieve positive economic development outcomes for assigned projects and programs and worked closely with community and business leaders to develop and execute projects and programs.

Department: **U.S. Corporate Regulatory Reporting Department (FRO)**
Position Name: Program Manager
Location: Long Island City NY
Description: Our consultant (Program Manager) supported in Comprehensive Capital Analysis & Review (CCAR) production process, and specifically the Data, Process and Infrastructure CCAR work stream. Also drafted and maintained all relevant project documentations which included project plan, RACI matrix, action item log, steering committee material and lead a cross-functional project team which included managing recurring team meetings to review project plans, action items, risk / issues, etc. Our Consultant also worked directly with the senior management coordinated the messages around project status to senior management.

Department: **Department of Health (DOH) (Center for Policy, Planning and Evaluation (CPPE), Pregnancy Risk Assessment Monitoring System (PRAMS))**
Position Name: Program Manager Level 1
Location: Washington DC
Description: Our Consultant (Program Manager Level 1) provided overall management of PRAMS and analyzed PRAMS data and produce reports and other materials for dissemination. Also participated in CDC site visits, training programs, and workshops and acted as team lead and trained PRAMS staff in relevant subjects to include telephone interviewing, Web-CATI, PRAMS software, and human subjects.

Department: **Department of Human Services**
Position Name: Program Manager-Quality Assurance
Location: Washington DC
Description: Our Consultant (Program Manager-Quality Assurance) developed and implemented a new architecture for the health and human services edibility and enrollment for Department of human Services. The design of which included a complex architecture based upon an IBM CURAM and Oracle database solution and additional products consisting of HP Extreme, Informatica ETL and Oracle ESB.

Department: **Department of Human Services**
Position Name: Program Manager Level 3
Location: Washington DC
Description: Our Consultant (Program Manager Level 3) implemented Diplomatic Clearance Application System DCAS for the District which included integrating configurable solutions, to provide seamless interaction between the consumer and the health insurance marketplace, state eligibility systems, the federal and state data hubs, other systems, and Human Services enrollment.

Request for Quotes

PROGRAM COORDINATOR

(Doc395804)

RESUMES

Proposed To:

Office of the Deputy Mayor for Greater Economic Opportunities
Workforce Investment Council

Proposed By:

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DUE DATE: AUGUST 23, 2018 | 2:00 PM

JOY STEVENSON – PROGRAM COORDINATOR

SUMMARY:

- A seasoned Human Services Administrator with a highly effective management and teaching style.
- Particular strengths in promoting excellence in service to youth; case management, conducting training seminars & workshops, organizing & planning events; managing fast paced environments, motivating people, & improving morale.
- Utilizing excellent interpersonal communication skills and a strong work ethic, while providing outstanding customer service to the population served.

EDUCATION

Masters of Human Services Counseling, Regent University, Alexandria, VA **2016**
Bachelor of Business Administration, American InterContinental University, Hoffman Estates, IL **2009**

CERTIFICATIONS:

- IACET - Certified Social Skills Trainer

TRAININGS:

- Management Training Corporation - Supervisory Development Program
- National Seminars Training – Become a Customer Service Superstar Business Grammar& Proofreading

TECHNICAL SKILLS:

- Proficient in Microsoft Word, Excel, Power Point, and Outlook

PROFESSIONAL EXPERIENCE:

Blue Print Summer Signature Pre-College Camps **Jul 2018 - Jul 2018**
Program Director – Summer Program

- Responsible for the oversight and safety of (150) students at the University of Florida Campus.
- Supervise (29) program staff by providing direction, input and feedback; plan the delivery of the overall program and its activities in accordance with the mission and the goals of the organization.
- Ensure that program activities operate within the policies and procedures of the organization.
- Ensure that program activities comply with all relevant legislation and professional standards.
- Oversee the collection and maintenance of records on the clients of the program for statistical purposes according to the confidentiality/privacy policy of the organization.

Toni Thomas Associates, Inc., Washington, D.C. **Apr 2017 – Present**
Program Manager – Consultant

- Responsible for overall managerial, fiscal, case management and administrative responsibility for the programs administered by the Training Academy with special emphasis on the DOES, Out of School Youth Program.
- Responsible for the supervision of all administrative and instructional staff.
- Responsible for the oversight of all standard reporting requirements in accordance with the various funding sources
- Ensures projects are completed on time and within budget.

- Acts as advisor to program team regarding projects, tasks, and operations; ensure that each Instructor and Case Manager integrates adult education and literacy activities into the occupational skill training course.
- Review proforma analysis and clarify operational objectives; develop staffing plan, policies and program procedures.
- Develop community partners and linkages to enhance the perception of the Training Academy.
- Developed Workforce Development partnerships with community businesses and programs in an effort to provide the training and skills needed for our students, i.e. social skills, dress for success, etc.

U.S. Department of Labor **Feb 2011 – Mar 2017**

Program Analyst/ Business Community Liaison

- Plan and conduct community relations program designed to create and maintain favorable public relations for the center and its students in accordance with Department of Labor, PRH and center regulations.
- Develop & implement an outreach & public education plan that demonstrates collaboration & consultation between Outreach & Admissions & CTS contractors in compliance with the Workforce Innovation & Opportunity Act (WIOA).
- Establish working relationships and partnerships, including membership where appropriate, with one-stop centers, state and local workforce investment boards, youth standing committees that are appointed by local boards, and other local employment and training programs for youth to ensure that Job Corps services are included on the menu of services found on the internet that are available through the one-stop centers.
- Develop linkages and relationships that enhance the quality of services to students and the community, such as work-based learning, leisure-time employment; high school, college, and other career technical training programs; on the job training, and job placement.
- Conduct workshops/trainings in the area of work ethics and employability skills to ensure students are adequately prepared.

Career Success Coordinator – Case Manager

- Establish treatment programs by setting schedules and routines; coordinating services being provided; arranging resources, including transportation and escort.
- Monitor student conduct by verifying attendance; observing & evaluating treatments and responses; advocating for needed services and entitlements; obtaining additional resources; intervening in crises; providing personal support.
- Maintain records by reviewing case notes; logging events and progress.
- Communicate progress by conducting weekly interdisciplinary meetings and evaluations; disseminating results and obstacles to therapeutic team and family; identifying treatment influences.
- Improve treatment results by studying, evaluating, and re-designing processes; implementing changes; rewriting policies and procedures.
- Update job knowledge by participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.
- Extensive community outreach and research to explore programs that will benefit the underserved population.
- Responsible for Leadership Training for entire population of (300-400) students
- Oversee Student Government Association; Report statistical data weekly & monthly to corporate & regional offices.

- Present in-house training to educate staff and students on retention practices and follow up procedures.
- Report statistical data weekly and monthly to the corporate and regional offices; present in-house training to departments regarding basic business practices and organization procurement policies and procedures
- Conduct bi-weekly workshops on self-esteem, hygiene, work ethics; conduct training in the area of work ethic and job readiness.

Potomac Job Corps Center, Washington, D.C. **Mar 2005 – Feb 2011**
Executive Assistant

- Report statistical data weekly and monthly to the corporate and regional offices.
- Provide administrative support for Center Director and Senior Staff.
- Manage highly sensitive information and personal matters for the Center Director.
- Present in-house training to departments regarding basic business practices and organization procurement policies and procedures; Arrange travel, (i.e. per diem, hotel, car rental, etc.) for 200 employees.
- Handle office correspondence and write personalized letters in response to inquiries.
- Develop community partnerships and work force development opportunities; conduct bi-weekly workshops on self-esteem, hygiene, work ethics; conduct training in the area of work ethic and job readiness.

VTECHSOLUTION

ALEXIA TARAE JONES – PROGRAM COORDINATOR

SUMMARY:

- Proactive, enthusiastic Business Engagement professional with extensive experience in economic development, workforce development and customer relations. Team player, who encourages effective coordination to accomplish company goals and objectives; with proven track record of developing and cultivating a stimulating work environment that produces maximum results. Expertise includes:
- Detail Oriented; Problem Solving Resolution; Quick Judgment and Decision Making; Diverse Customer Relations; Interpersonal Communication Skills; Administration/Management; Professional Development Training; Marketing; Accuracy Driven; Meeting Planning.

EDUCATION:

High School Diploma, Bowie High School **2010**

TECHNICAL SKILLS:

- **Expertise Include:** Microsoft Office Suite: Word, Excel, Power Point, Access; Adobe Professional, Microsoft Outlook, Scheduler/EZ Claim, Certified CPR, Clinic Tracker, Creditable, MWE, Salesforce
- **Experience with External Partnerships:** HSCSN, RSA, PGCDSS, Concentra, Department of Behavioral Health, Prince Georges County Public Schools, Department of Human Services, MCPS, WorkSource Montgomery, Collaboration Council.

PROFESSIONAL EXPERIENCE:

Grant Associates Inc. Germantown, MD **May 2018 - Present**

Assistant Director

WIOA Adult & Dislocated Worker Program

- Currently providing strategic coordination to ensure consistent and effective development of services to businesses that demonstrate clear linkages between workforce development activities and employers' needs.
- Actively looks for opportunities in economic development that provide for layoff aversion, business retention, expansion and attraction.
- Coordinates labor market analysis and employer demand research and presents qualitative and quantitate data on where the growing trends of businesses are.
- Supervises a staff of Full-time Employees to ensure that daily operations are functioning, and projects are finished in a timely manner; represents funder at large business or trade association events.
- Manages company's OJT and Training Funds for WIOA & Dislocated Workers Program.
- Works directly with funders director of business services to create internal processes.
- Works with local, regional, and state economic development leaders to provide linkages to resources.
- Responsibly handles and summits staff time-allocations in a timely manner.
- Works closely with Program Operations Team to ensure that business services are being coordinated and implemented between One-Stops, partners and other community organizations.
- Currently developing meaningful relationship with One Stops representatives and other workforce programs to ensure proper delivery of business services.
- Develops employer-based customized and skills upgrade training programs to help increase wages.
- Develops and implements workforce Business Services tools and services such as, outreach and marketing strategies for local and regional employers.
- Conducts analysis of performance regarding business services by using LMI site burning-glass, Jobs E-Q, & Salesforce.

- Manages employer outreach, contract compliance, & connection to workforce resources to meet hiring requirements.
- Manages Rapid Response program, including development and implementation of layoff aversion strategies.
- Oversees the use and marketing of employer job listings platform to increase employment opportunities

Grant Associates Inc. Silver Spring, MD **Apr 2017- May 2018**
Account Manager (WIOA Young Adult Opportunity Program)

- Provided in-depth service to 300+ disconnected youth in Montgomery County by providing various employment opportunities and professional development trainings to assist customers with becoming self-sufficient.
- Also, while creating supportive services to maximize the customers potential wages in the future.
- Responsible for developing strong business relationships with employers throughout Montgomery County to assure that their business needs are being supported with quality candidates.
- Clear understandings of the importance of contract deadlines, company goals, and knowledge of Montgomery County (WorkSource) data base MWE.
- Developed and maintained relationships with employers to generate job opportunities for job seekers.
- Worked closely with Case Managers and Trainer/Education Specialist to determine the types of jobs that are high in demand and match the skills and qualifications of our job seekers.
- Marketed employment opportunities to job seekers through one-on-one meetings & on-site recruitment hiring events.
- Created marketing materials including pamphlets, flyers and email blast for both employers and job seekers.
- Assisted customers with the development of personal goals and job readiness (Individual Responsibilities Plan) which addresses potential barriers to employment and how to overcome them.
- Collected weekly time sheets from clients, provide pre-& post placement coaching, & update action plans as required.
- Coordinated with other agencies to assist young adults & make appropriate referrals; networked with community resources to provide services to address specific barriers, customers must overcome to accomplish their goals.
- Monitored Work experience and Training Budget to ensure Financial Books were balanced.
- Consulted with other staff members to promote customer goals & career related needs; completed follow-up with customers who are not attending the young adult program and provide intensive support to ensure compliance.
- Monitored and record clients' progress to ensure that goals and objectives are met.
- Prepared and maintain hard copy case files, including documentation such as clients' personal and eligibility information, services provided, client contacts, and relevant correspondences.
- Entered in data in company data system that is connected to specific contracts such as salesforce, MWE, and different Montgomery County search engines.
- Attended bi-weekly meetings for the Business Service Team and am the point of contact from the youth program. (express concerns build upon the culture and develop new business plans and advisements to engage business partners and job seekers.)

Grant Associates Inc. Washington, DC **Jul 2016 – Apr 2017**
Educational Slot Developer (Work Readiness Program)

- Provided excellent support to the account management team by providing various educational resources and educational opportunities for TANF recipients in District of Columbia.
- Also, while delivering innovative solutions, exceptional service and trusted results for all customers who encounter with the account management department.
- Responsible for networking and developing relationships with community based, public, private, religious and non-profit organizations to assist TANF customers by enhancing their professional development and upgrading their educational training potential.
- Schedule all educational events hosted inside the office; review customer IRPs to ensure Service Provider Manual (SPM) compliance for referrals for training/educational programs.
- Assess, participant's eligibility for career training and educational programs by thoroughly completely intakes.
- Regularly interact with educational providers/partners to assess quality of training and customer progress.
- Maintain accurate tracking log to document pertinent information regarding external partnerships & in-house training.
- Designed Flyers for various events; assist with helping customers fill-out different applications (Education, Jobs, Training); meet with multiple customers daily to provide support in obtaining short and long-term goals.
- Provide a large amount of administrative support to the account management team to assure that as a team we are up-to-date.
- Actively engage & attend meetings/events for local associations & councils related to workforce development & training to ensure Grant Associates DC location education department is aligning its' program(s) with industry needs.

Grant Associates Inc. Washington, DC **Feb 2016-Feb 2017**
Intake Specialist (Work Readiness Program)

- Provided outstanding administrative support and customer service to team and customers at Grant Associates Inc.by making continuous outreach attempts to re-engage customers with vendor through the DC-TANF program.
- Also, by maintaining a professional work environment for customers to learn and grow with-in the program.
- As well as meeting company deadlines on a weekly basis to stay in compliance with service provider DHS as well as personal company goals.
- Answer and direct all company calls to the proper correspondent; verify customer eligibility with vendor's program.
- Set up initial orientation for vendor; assist with all company event (planning, setting up, and cleaning up).
- Weekly attempts to re-engage customers that are in sanction process by sending letters & making phone calls.
- Process weekly documentation in salesforce to assure that documentation is up-to-date.
- Monitor and assist the customer's in the lab; weekly supply order, while maintaining an office budget.
- Assist other team members with daily task, to maintain the work office flow.

Interdynamics Inc., Lanham, MD **Jan 2015 –Feb 2016**
Administrative Assistant (Mental Health Agency)

- Provided excellent administrative support to CEO Joann Branch by preparing correspondence, coordinating monthly meetings, processing orders for upcoming company events, being first line of communication greeting clients & vendors, scheduling appointments, verifying insurance, providing

information to clients regarding appointments, payments & company information, distribute mail & route calls to appropriate staff members.
- Assist with weekly trainings by preparing training packets and other documents as needed.
- Conduct daily updates to data files which may include new entries, informational changes, data research or format changes; managed intake line, routed calls, respond to inquiries, and check emails daily.
- Handle follow-up calls to ensure great customer service; Insurance Verification.
- Track and process orders for upcoming company events; prepare and assist with correspondence and schedules.
- Order company supplies; managed outsource referrals for company; assisted with patient complaints to better understand each individual's needs.
- Assisted with managing administrative team; learning new electronic systems and demonstrating it to staff.

Inner City Family Services, Washington, DC **Dec 2012 – Sep 2014**
Administrative Assistant / Medical Receptionist (Behavioral Health)
- Provided superior administrative support by managing the front office and serving as the primary point of contact between patients with behavioral health and staff by greeting patients, scheduling appointments, updating client records and keeping track of all reception duties while maintaining strict confidentiality.
- Scheduled patients for monthly/weekly appointments; verified consumer's insurance.
- Kept track of all company's data in computerized database and filing system.
- Ordered medication for consumers with certain conditions; Ordered company supplies; Opened & closed the office daily.
- Updated employees on important company responsibilities and issues; assisted patients with resource information to seek medical attention; provided other agencies with information by fax pertaining to patients.
- Performed all other appropriate duties and responsibilities as assigned by the administration.
- Engaged client in agency's activities to motivate them to engage with their everyday life skills.
- Conducted monthly and weekly trainings to staff to maintain a professional environment.
- Outreached to patients in crisis; completed weekly meetings with consumers to engage them with CSW, therapist, and psychiatrist.

AMY POWELL – PROGRAM COORDINATOR

SUMMARY:

- Motivated and reliable office administrative professional with 20+ years' experience providing executive level support.

EDUCATION:

Diploma, Crossland High School - Washington, DC **1992**

PROFESSIONAL EXPERIENCE:

DC Department of Employment Services, Washington, DC **Jan 2018 – August 2018**

Program Monitor Lead - Office of Youth Programs

- Monitors program operations, identifies and reports potential and actual problem areas at sites to the manager.
- Prepares weekly reports and data evaluating the impact, efficiency, and effectiveness of the SYEP Program.
- Conducts site visits to ensure that the policies and procedures of the SYEP program are followed.
- Maintains records and correspondence relative to the SYEP Program.
- Serves as a resource person to other program leads and monitors.
- Provides assistance to host sites to resolve specific problems.

Program Assistant - In-School Youth Programs

- Assist with administering written CASAS testing to participants.
- Process participant applications and verification documents for WIOA Federal grants.
- Weekly timesheets and payroll resolutions; Assist with file reviews; capture meeting minute notes.
- Increase program quality through retention of youth, advancement, and youth participation.
- Maintain database; develop reports on ongoing grants & submit summary report to management and DC Council.
- Monthly site visits and reports to ensure program requirements are being met.

Castle Sprinkler and Alarm - College Park, MD **Oct 2013 – Apr 2016**

Office Manager/ Payroll/ Administrator

- Managed payroll and time and attendance systems for over 80 employees.
- Compiled financial, accounting and auditing reports and tables for cash receipts, expenditures, accounts payable, receivables and profits and losses.
- Reviewed, investigated and corrected errors and inconsistencies in financial entries, documents and reports.
- Trained new employees on systems and processes for various projects and assignments.
- Assisted Operations Departments with WIP Reports, Change Orders, Contracts, Purchase Orders, AIA, & Lien Waivers; processed rehires, transfers, terminations, garnishments and withholdings.
- Generated new customers and update customer information.
- Maintained all employee personnel files & handle employee processes; maintained vacation, sick and other leave.
- Maintained health insurance, 401K and AFLAC information and correspondence with brokers.

Soe Lin & Associates Architects - Bethesda, MD **Apr 2003 – Sept 2013**

Executive Assistant/ Office Manager

- Monitored and processed daily banking transactions; Accounts payable & receivable.
- Maintained, tracked, and updated monthly cash flow projections.

- Reconciled back transactions for the company monthly; Completed payroll, federal and state tax payments.
- Contacted & coordinated with clients, contractors and vendors on bid negotiations in Construction Phase.
- Created and edited contracts for clients.
- Served as the point of contact for permits with stakeholders throughout DC, MD, and VA.
- Performed executive administrative duties assigned by president.

AMENDMENT OF SOLICITATION / MODIFICATION OF TASK ORDER AGREEMENT (TOA)	1. Contract Number CW63509	Page of Pages 1 of 3

2. Amendment/Modification Number	3. Effective Date	4. Requisition/Purchase Request No.	5. Solicitation Caption
M02	See 16c		WIC Program Coordinator

6. Issued by: Code ☐	7. Administered by (If other than line 6)
Office of Contracting and Procurement 441 4th Street NW 700S Washington, DC 20001	Office of the Deputy Mayor for Greater Economic Opportunities (DMGEO) 2235 Shannon Place, SE Washington, DC 20020

8. Name and Address of Contractor (No. street, city, county, state and zip code)		
vTech Solution, Inc. 1100 H Street, NW-Suite 450 Washington, DC 20005 POC: Haresh Vataliya Phone: (202) 644-9774 Email: haresh@vtechsolution.com Code ☐ Facility ☐	☐	9A. Amendment of Solicitation
	☐	9B. Dated (See Item 11)
	X	10A. Modification of Contract Order No. CW63509
	☐	10B. Dated (See Item 13) August 24, 2018

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment: (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) BY separate letter or fax which includes a reference to the solicitation and amendment number. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such may be made by letter or fax, provided each letter or telegram makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. Accounting and Appropriation Data (If Required)

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTORS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14

	A. This change order is issued pursuant to (Specify Authority): The changes set forth in Item 14 are made in the contract/order no. in item 10A.
	B. The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data etc.) set forth in item 14, pursuant to the authority of 27 DCMR, Chapter 36, Section 3601.2.
	C. This supplemental agreement is entered into pursuant to authority of:
X	D. Other (Specify type of modification and authority) 27 DCMR Section 3601.2 (c) Contract Modifications

E. IMPORTANT: Contractor ☐ is not ☒ is required to sign this document and return___copy to the issuing office.

14. Description of Amendment/Modification (Organized by UCF Section headings, including solicitation/contract subject matter where feasible.)

This modification for Task Order Agreement No. CW63509 is hereby modified as described below:

1. **Section 1- Services Required, ADD:**
   The Contractor shall also perform the following:
   - Plan logistics for the October 15, 2018 job fair;
   - Verify employment and wages for October 15, 2018 job fair attendees;
   - Provide a close-out report to include the number of participants that attended the October 15, 2018 job fair, businesses/vendors that attended the job fair, and any final recommendations on how the WIC should carry out the project after the contract period.

2. **Section 2, Price Schedule**, The Not-To-Exceed amount of this Task Order Agreement (TOA) is increased by $10,635.00 from $10,625.28 to $21,260.28; **REPLACE** Not-to-Exceed Price of $10,625.28 **WITH** $21,260.28.

Except as provided herein, all terms and conditions of the document referenced in item (9A or 10A) remain unchanged and in full force and effect.

15A. Name and Title of Signer (Type or print)		16A. Name of Contracting Officer	
Anisha Vataliya, President		Tia Mercer	
15B. vTech Solution, Inc. (Signature of Person Authorized to Sign)	15C. Date Signed 10/01/2018	16B. District of Columbia (Signature of Contracting Officer)	16C. Date Signed 10/1/18

3. **Section 3, Term of Contract, DELETE** in its entirety **ADD** The period of performance for this Task Order Agreement shall be from date of award through one (1) calendar year.

4. **Section 4, Deliverables, REVISE** Deliverables Schedule **WITH:**

ITEM#	Deliverable	Qty	Format and Method of Delivery	Due Date
1	Final Confirmed Attendees Registration List for 10/15/18 Job Fair	1	Email	October 12, 2018
2	Final Confirmed Vendor List for 10/15/18 Job Fair	1	Email	October 12, 2018
3	Offer Letter and Pay Stub for Each 10/15/18 Job Fair Attendee that Solidified Employment	1	Email	October 30, 2018
4	Close-Out Report	1	Email	October 31, 2018

5. All other terms and conditions of this Task Order Agreement remain unchanged.

CONTINUATION SHEET AMENDMENT OF SOLICITATION / MODIFICATION OF TASK ORDER AGREEMENT (TOA)	1. Contract Number CW63509	Page of Pages 3	 3

Contract Recap

Task Order Agreement Executed	August 24, 2018 through September 30, 2018	$10,625.28
Modification No. 1	Administrative Change	----------
Modification No. 2	Additional Funding/Requirements Revision	$10,635.00
Total TOA Value		**$21,260.28**

AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT

1. Contract Number	Page of Pages	
DCEB-2015-C-1003	1	1

2. Amendment/Modification Number	3. Effective Date	4. Requisition/Purchase Request No.	5. Solicitation Caption
M08	See Box 16C		Consultant Services for Adult Career Pathways Task Force (ACPTF)

6. Issued by: Code	7. Administered by (If other than line 6)
Office of the Deputy Mayor for Planning and Economic Development Office of Contracts, Procurement and Grants 1015 Half Street, S.E., Suite 675 Washington, D.C. 20003	Office of the Deputy Mayor for Greater Economic Opportunity Workforce Investment Council (WIC) 2235 Shannon Place, SE, Suite 3031 Washington, D.C. 20020

8. Name and Address of Contractor (No. street, city, county, state and zip code)		9A. Amendment of Solicitation No.
Kairos Management, Inc. 1341 H Street NE #201-L Washington, DC 20002		9B. Dated (See Item 11)
	X	10A. Modification of Contractor/Order No. DCEB-2015-C-1003
Code Facility		10B. Dated (See Item 13) May 1, 2015

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning one (1) copy of the amendment: (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) BY separate letter or fax which includes a reference to the solicitation and amendment number. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such may be made by letter or fax, provided each letter or telegram makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. Accounting and Appropriation Data (If Required)

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTORS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14

	A. This change order is issued pursuant to (Specify Authority): 27 DCMR, Chapter 36, The changes set forth in Item 14 are made in the contract/order no. in item 10A.
	B. The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data etc.) set forth in item 14, pursuant to the authority of:
	C. This supplemental agreement is entered into pursuant to authority of: 27 DCMR 3601.2(c)
X	D. Other (Specify type of modification and authority) Bilateral in accordance with 27 DCMR 3601.2 (c):

E. IMPORTANT: Contractor ☐ is not ☒ is required to sign this document and return one (1) copy to the issuing office.

14. Description of Amendment/Modification (Organized by UCF Section headings, including solicitation/contract subject matter where feasible.)

1. In accordance with the Standard Contract Provisions for use with District of Columbia Government Supplies and Services Contracts dated July 2010, Paragraph 15, Changes, Kairos Management, Inc., Contract No. DCEB-2015-C-1003 for the provision of Consultant Services for Adult Career Pathways Task Force (ACPTF) is hereby modified as follows:

2. Kairos Management, Inc., Option Year Three Price Proposal, dated September 25, 2017, in response to the District's attached Option Year Three Statement of Work is incorporated in its entirety and made part of the contract.

3. The estimated Not-To-Exceed amount for Option Year Three is $72,960.00.

Except as provided herein, all terms and conditions of the document is referenced in Item 9A or 10A remain unchanged and in full force and effect.

15A. Name and Title of Signer (Type or print)		16A. Name of Contracting Officer Jacque McDonald, CPPO, CPPB, SPSM, MBA, MST Director of Contracts, Procurement and Grants	
KEITH WATSON PRESIDENT			
15B. Name of Contractor (Signature of person authorized to sign)	15C. Date Signed 9.25.17	16B. District of Columbia (Signature of Contracting Officer)	16C. Date Signed

Section B: OPTION YEAR THREE SCOPE OF WORK

The District of Columbia, Office of The Deputy Mayor for Planning and Economic Development (DMPED), on behalf of Workforce Investment Council (WIC) (the "District") has a continuing need for Kairos Management, Inc. to assist in facilitating the work of the Adult Career Pathways Task Force (ACPTF).

B.3 PRICE SCHEDULE – LABOR HOUR/COST REIMBURSEMENT

B.3.1 BASE PERIOD – (MAY 15, 2015 THROUGH SEPTEMBER 30, 2015)
B.3.2 OPTION YEAR ONE – (OCTOBER 1, 2015 THROUGH SEPTEMBER 20, 2016)
B.3.3 OPTION YEAR TWO – (OCTOBER 1, 2016 THROUGH SEPTEMBER 30, 2017)

B.3.4 OPTION YEAR THREE – (OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018)

LABOR HOUR

Contract Line Item No. (CLIN)	Item Description	Labor Hours	Hourly Labor Rate	Total Estimated Price
3001	Consultant Services for Adult Career Pathways Task Force (ACPTF)	660	$106.00	$ 69,960.00
Grand Total B.3.4				$ 69,960.00

NOTE: The District estimates the costs for the One Year in the range of $65,000 to $75, 000 for all labor hours and travel expenses.

COST REIMBURSEMENT

Contract Line Item No. (CLIN)	Item Description	Not-To-Exceed Cost
3002	Travel Expenses for Contractor and/or Subcontractors (Reimbursable up to total estimated price)	$ 3,000.00
Total Not-to-Exceed Costs		

Grand Total - B.3.4 Option Year Three - $ 72,960.00

OPTION YEAR THREE REQUIREMENTS

C.1 The Workforce Investment Council (WIC) has a continuing requirement for Kairos Management, Inc. to assist in facilitating the work of the Adult Career Pathways Task Force (ACPTF) as follows:

C.1.1 Assist with the planning surrounding the Innovation Fund Grants to develop sector-based career pathways partnerships in-line with the Career Pathways strategic plan and Task Force recommendations. The contractor shall review similar models in other states and make recommendations based on best practices and the DC landscape established in the strategic plan;

C.1.2 Provide administrative and logistical support to efforts of the Task Force and WIC Board and staff in the implementation of the Adult Career Pathways Strategic Plan; and

C.1.3 Provide strategic support and consulting services to implement Task Force recommendations in a manner consistent with the WIOA state plan and to coordinate the adult career pathways implementation strategy and strategic impact modification for FY 18.

OPTION YEAR THREE DELIVERABLES

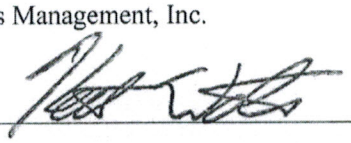
The Contractor shall perform the activities required to successfully complete the District's requirements and submit each deliverable to the Contract Administrator (CA) identified in section C.1.1 thru C.1.3 of the contract in accordance with the following:

Item	Deliverable	Quantity	Format/ Method of Delivery	Due Date
001	Assist with planning and draft recommendations for Innovation Fund grants to develop sector-based career pathways recommendations (C.1.1).	At least 2 (1 draft and 1 final version incorporating feedback)	Electronic document submission to WIC staff	First draft December 1, 2017 Final version January 30, 2018
002	Provide administrative and logical support in the form of technical assistance, research and logistical support for the WIC Board, Staff, Career Task Force implement Adult Career Pathways strategic plan (C.1.2).	At least 4 Technical assistance and written documents to modify and revisit the plan.	Held in –person at locations to be determined by WIC staff	All 4 session completed by September 30, 2018.

Kairos Management, Inc., Contract No. DCEB-2015-C-1003
Consultant Services for Adult Career Pathways Task Force (ACPTF)

003	Provide strategic support and consulting services to implement Career Pathway Taskforce recommendations and the strategic impact plan updates in accordance with system and WIOA regulations (C.1.3)	At least 2 draft (1 draft and 1 final version incorporating feedback)	Electronic document submission to WIC staff	First draft: October 30, 2017 Final version to be completed by November 30, 2017

Keith Watson, President
Kairos Management, Inc.



Signature

9.25.17

Date

GOVERNMENT OF THE DISTRICT OF COLUMBIA

TASK ORDER AGREEMENT CW59964

PAGE 1 OF PAGES 14

1 CONTRACT NUMBER	2 PURCHASE REQUEST NO	3 EFFECTIVE DATE
CW59964		See box 13(c)

4 ISSUED BY	5 ADMINISTERED BY (If other than Item 5)
Office of Contracting and Procurement 441 4th Street NW, 700S Washington, DC 20001	Deputy Mayor's Office for Greater Economic Opportunities (DMGEO) 2235 Shannon Place, SE Washington, DC 20020

6 NAMES AND ADDRESS OF PROVIDER/CONTRACTOR (No. Street, county, state and ZIP Code)
Seaberry Design and Communication
2000 P Street NW, Suite 510
Washington, DC 20036
Point of Contact: Toren Beasley Tel: (202) 776-0956 Email: toren@seaberrydesign.com

7 PROVIDER/CONTRACTOR SHALL SUBMIT ALL INVOICES TO:	8. DISTRICT SHALL SEND ALL PAYMENTS TO:
Deputy Mayor's Office of Greater Economic Opportunities OFRM 2235 Shannon Place SE – Suite 3040 Washington, DC 20020 ofrm.accountspayable@dc.gov	Seaberry Design and Communication 2000 P Street NW, Suite 510 Washington, DC 20036 Point of Contact: Toren Beasley Tel: (202) 776-0956 Email: toren@seaberrydesign.com

9. DESCRIPTION OF TASK ORDER AGREEMENT AND RATE/COST

ITEM LINE/SL	NIGP CODE	BRIEF DESCRIPTION OF HUMAN CARE SERVICE	QUANTITY FOR SERVICE	TOTAL SERVICE	SERVICE RATE	TOTAL AMOUNT
See Section 2 on page 2		Graphic Design Support Services	See Section 2 on page 2	See Section 2 on page 2	See Section 2 on page 2	NTE $9,960.00
				Not-To-Exceed (NTE)		$9,960.00

10. APPROPRIATION DATA AND FINANCIAL CERTIFICATION

LINE	AGY	YEAR	INDEX	PCA	OBJ	AOBJ	GRANT PH	PROJ PH	AG1	AG2	AG3	PERCENT	FUND SOURCE	AMOUNT

A. SOAR SYSTEM OBLIGATION CODE See Purchase Order	B. Name of Financial Officer (Typed): N/A	C. Signature: N/A	D. Date N/A

11. PERIOD OF TASK ORDER AGREEMENT

Starting Date See box 13(c)	Ending Date Date of Award Through September 30, 2018

TASK ORDER AGREEMENT SIGNATURES

Pursuant to the authority provided in D.C. Law 13-155, this HUMAN CARE AGREEMENT is being entered into between the Provider/Provider specified in Item No. 6 of this document. *The Provider/Provider is required to sign and return two (2) originals of this document to the Contracting Officer of the Issuing Office stated in Item No. 5 of page 1 of this document.* The Provider/Provider further agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this Human Care Agreement and on any continuation sheets or appendices for the consideration stated above, and as ordered under purchase orders issued pursuant to this Agreement. The rights and obligations of the parties to this Human Care Agreement shall be subject to and governed by the following documents: (a) this Human Care Agreement, (b) the *STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS* dated July 2010; (c) Any other provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. This Human Care Agreement between the signatories to this document consummates the final agreement of the parties.

12. FOR THE PROVIDER/CONTRACTOR		13. FOR THE DISTRICT OF COLUMBIA	
A. Name and Title of Signer (Type or print) Name: TOREN A. BEASLEY Title: COO		A. Name of Contracting Officer (Type or print) Name: Tia Mercer Title: Contracting Officer	
B. Signature of Seaberry Design and Communications	C. DATE 3/27/2018	D. Signature of CONTRACTING OFFICER	C. DATE 3/27/18

1. SERVICES REQUIRED

The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO), Workforce Investment Council (WIC) (the "District") is seeking a Contractor to provide graphic design support services to develop or enhance various collateral materials for the WIC.

2. PRICE SCHEDULE

CLIN	Description	Unit	Qty	Price Per Unit	Total Price
0001	Graphic Design Support Services	Hour	83	$120.00	$ 9,960.00

3. TERM OF CONTRACT

The period of performance for this Task Order Agreement shall be from date of award through September 30, 2018.

4. REQUIREMENTS

The Contractor shall perform the following tasks:

4.1 Contractor shall develop and finalize five (5) topical one pagers;

4.2 Contractor shall provide formatting services for draft and finalize versions of the WIC/WIOA Policy Manual;

4.3 Contractor shall develop and finalize WIC PowerPoint presentations;

4.4 Contractor shall develop and finalize WIC interactive reports; and

4.5 At a minimum, the Contractor shall provide two (2) revisions, at no cost to the District, to be approved by WIC prior to finalizing the collateral materials.

5. DELIVERABLES

The Contractor shall provide the following Deliverables to the Workforce Investment Council (WIC) as follows:

Item	Deliverable	Qty	Format and Method of Delivery	Due Date
1	Five (5) Topical One-Pagers	5	Email (PDF and Editable Copy) and Hard Copy	TBD after award
2	Formatted draft and finalize versions of the WIC/WIOA Policy Manual	1	Email (PDF and Editable Copy) and Hard Copy	TBD after award
3	Develop and finalize WIC PowerPoint presentations	1	Email (PDF and Editable Copy) and Hard Copy	TBD after award
4	Develop and finalize WIC interactive reports	1	Email (PDF and Editable Copy) and Hard Copy	TBD after award

6. CONTRACTING OFFICER (CO)

Contracts may be entered into and signed on behalf of the District Government only by Contracting Officers. The name, address and telephone number of the Contracting Officer for this Task Order Agreement is:

Tia Mercer
Contracting Officer
Office of Contracting and Procurement (Servicing OYP)
4058 Minnesota Avenue
Washington, DC 20019
(202) 671-3100 (Main)
Tia.Mercer@dc.gov

7. CONTRACT ADMINISTRATOR (CA)

The CA is responsible for the technical administration of the contract and advising the Contracting Officer as to the Contractor's compliance or noncompliance with the contract. In addition, the CA is responsible for the day-to-day monitoring and supervision of the contract as well as ensuring that the work conforms to the requirements of this contract and such other responsibilities and authorities as may be specified in writing by the Contracting Officer. The CA for this Task Order Agreement is:

Lauren Scott
Program Manager
Workforce Investment Council
2235 Shannon Place, SE
Washington, DC 20020
(202) 724-7014
lauren.scott@dc.gov

It is understood and agreed that the CA shall not have the authority to make changes in the specifications/scope of work or terms and conditions of the contract.

Contractor shall be held fully responsible for any changes not authorized in advance, in writing, by the Contracting Officer, and may be denied compensation or other relief for any additional work performed that is not so authorized, and may also be required, at no

additional cost to the District, to take all corrective action necessitated by reason of the unauthorized changes.

8. ORDERING

Services to be provided under this Task Order Agreement shall be ordered by the Contract Administrators specified in Section 7 above according to the prices set forth in the price schedule. Orders may be issued by electronic methods.

9. COMPENSATION AND PAYMENT

Unless otherwise specified in the Task Order Agreement, payment shall be made on partial deliveries of goods and services accepted by the District if:

The Contractor requests it and the amount due on the deliveries is in accordance with the following:

" Payment shall be made on completion and acceptance of each item for which the price is stated in the Schedule in Section 2 of this Task Order Agreement".

10. INVOICE SUBMITTAL

The Contractor shall submit proper invoices on a monthly basis or as otherwise specified in this contract. Invoices shall be prepared in duplicate and submitted to the Office of the Chief Financial Officer, with a concurrent copy to the Contract Administrator (CA) specified in Section 7 above.

Please forward all invoices to the following address:

Deputy Mayor's Office of Greater Economic Opportunities
OFRM
2235 Shannon Place SE – Suite 3040
Washington, DC 20020
ofrm.accountspayable@dc.gov

To constitute a proper invoice, the Contractor shall submit the following information:

- Contractor's name and invoice date (Contractors are encouraged to date invoices as close to the date of mailing or transmittal as possible.);
- Task Order Agreement Number and Purchase Order Number. Assignment of an invoice number by the contractor is also recommended;
- Description, price, quantity, and dates of work actually performed;
- Other supporting documentation or information, as required by the Contracting Officer;
- Name, title, telephone number and complete mailing address of the responsible official to whom payment is to be sent;
- Name, title, phone number of person preparing the invoice;
- Authorized signature.

11. INCORPORATED DOCUMENTS

Contractor shall perform under this Task Order Agreement pursuant to the terms of the following documents that are hereby incorporated by reference and made a part of this contract, which in the event of a conflict shall be resolved by giving precedence in the order of priority listed below:

(1) Standard Contract Provisions (July 2010) {Solely Incorporated by Reference};
(2) Seaberry's DC Supply Contract (CW38982){Solely Incorporated by Reference}
(3) This Task Order Agreement (coversheet plus Sections 1 thru 11);
(4) Statement of Work (Attachment A)
(5) Seaberry's Quote date March 23, 2018 (Attachment B)

Attachment A

Statement of Work
Issued March 22, 2018

DISTRICT OF COLUMBIA
OFFICE OF THE DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITIES
WORKFORCE INVESTMENT COUNCIL
FY18 GRAPHIC DESIGN SUPPORT SERVICES

Statement of Work

SECTION B: SERVICES

B.1 The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO), Workforce Investment Council (WIC) (the "**District**"), is seeking a contractor to provide graphic design support services to develop or enhance various collateral materials for the WIC in accordance with the Scope of Work (SOW) {Section C} and the Price Schedule {Section B}.

B.2 The District intends to award one (1) Task Order against a Contractor's DC Supply Schedule contract in accordance with 27 DCMR 2100.1 (e).

B.3 PRICE SCHEDULE

CLIN	Service Description	Unit	Qty	Price Per Unit	Total Price
0001	Graphic Design Support Services	Hour	83	$ _____	$ _____

_____ _____
Print Name (Authorized Personnel) **Company**

_____ _____
Signature (Authorized Personnel) **Date**

B.3.1 The contractor shall include all employee benefits listed in the Wage Determination No.: 2015-4281, Revision No.: 9, Date Of Revision: 01/10/2018 https://www.wdol.gov/wdol/scafiles/std/15-4281.txt?v=9 in its contract price. The fringe benefits listed on DOL wage determinations includes health and welfare, a stated number of holidays and a stated paid vacation days for those incumbents who qualify with a year or more of service on assignment with a district government agency. The contractor shall include all of those benefits in the contract price or contract unit price labor rates.

B.3.2 If the employee opts out of the Health &Welfare Benefits the rate according to the referenced DOL Wage Determination must be paid to the employee. Please be advised that the Office of Contracting and Procurement Contracting Officer can at any time verify an employee's pay rate to ensure compliances with DOL & Contractor's quoted price.

--END OF SECTION B--

C. SCOPE OF WORK

The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO), Workforce Investment Council (WIC) (the "District") is seeking a Contractor to provide graphic design support services to develop or enhance various collateral materials for the WIC.

The WIC collateral materials to be developed or enhanced include, but are not limited to:

- Topical One-Pagers
- WIOA Policy Manuals
- PowerPoint Presentations
- Interactive Reports

C.1 Applicable Documents

The following documents are applicable to this procurement:

Item No.	Title	Date
001	Standard Contract Provisions for use of District Government Supplies and Services (**Incorporated by Reference**) http://ocp.dc.gov/sites/default/files/dc/sites/ocp/publication/attachments/Standard%20Contract%20Provisions%20-%20July%202010.pdf	**July 2010**
002	District of Columbia Municipal Regulations (DCMR) http://ocp.in.dc.gov/CONSOLIDATED_TITLE_27_DCMR_(1_22_18).pdf	**January 2018**
003	Procurement Practices Reform Act (PPRA) http://ocp.in.dc.gov/Searchable_PPRA%20(Integrated%20Version).pdf	**January 2017**

C.2 Background

The Deputy Mayor for Greater Economic Opportunity (DMGEO) was established in 2015 to focus on rebuilding and revitalizing overlooked and underserved communities across the District of Columbia, particularly those in Wards 5, 6, 7 and 8. The mission of DMGEO is to facilitate investment and job creation in underserved District of Columbia communities in order to improve economic opportunities for residents in those communities.

C.3 Definitions

N/A

C.4 Minimum Requirements

The Contractor shall meet the following minimum qualifications:

1. Possess a current Certified Business Enterprise (CBE) certification from the Department of Local Business Development (DSLBD) with an certification emphasis of Small Business Enterprise (SBE); and
2. Provide a 1-2 page narrative regarding experience in providing graphic design support services.

C.5 Period of Performance

The period of performance is date of award through September 30, 2018.

C.6 Requirements

The Contractor shall perform the following tasks in order to achieve the objectives of this procurement specified in Scope of Work (Section C):

C.6.1 Contractor shall develop and finalize five (5) topical one pagers;

C.6.2 Contractor shall provide formatting services for draft and finalize versions of the WIC/WIOA Policy Manual;

C.6.3 Contractor shall develop and finalize WIC PowerPoint presentations; and

C.6.4 Contractor shall develop and finalize WIC interactive reports.

C.6.5 At a minimum, the Contractor shall provide two (2) revisions, at no cost to the District, to be approved by WIC prior to finalizing the collateral materials.

C.7 Deliverables

Item	Deliverable	Qty	Format and Method of Delivery	Due Date
1	Five (5) Topical One-Pagers	5	Email (PDF and Editable Copy) and Hard Copy	TBD after award
2	Formatted draft and finalize versions of the WIC/WIOA Policy Manual	1	Email (PDF and Editable Copy) and Hard Copy	TBD after award
3	Develop and finalize WIC PowerPoint presentations	1	Email (PDF and Editable Copy) and Hard Copy	TBD after award
4	Develop and finalize WIC interactive reports	1	Email (PDF and Editable Copy) and Hard Copy	TBD after award

C.8 Payment

Unless otherwise specified in the Task Order, payments shall be made in accordance with the Contractor successfully completing the Scope of Work in Section C and providing the Deliverables in Section C.7

C.9 Invoicing

The vendor shall furnish invoices upon completion of services. To ensure proper and prompt payment, each invoice for payment shall provide the following minimum information:

C.1.1 Contractor name and address;

C.1.2 Invoice date, number and the total amount due;

C.1.3 Period or date of service;

C.1.4 Description of service;

C.1.5 Quantity of services provided or performed to include service, and the frequency and duration of each service;

C.1.6 Contract Line Item Number (CLIN) as applicable to each purchase order or task order;

C.1.7 Purchase Order or Task Order Number;

C.1.8 Federal Tax Identification Number;

C.1.9 Any other supporting documentation or information, as required; and

C.1.10 Name, title, telephone no., and signature of the preparer.

--END OF SECTION C--

Attachment B

Seaberry's Price Quote Submitted on
March 23, 2018 in Response to the SOW

DISTRICT OF COLUMBIA
OFFICE OF THE DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITIES
WORKFORCE INVESTMENT COUNCIL
FY18 GRAPHIC DESIGN SUPPORT SERVICES

Statement of Work

SECTION B: SERVICES

B.1 The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO), Workforce Investment Council (WIC) (the "**District**"), is seeking a contractor to provide graphic design support services to develop or enhance various collateral materials for the WIC in accordance with the Scope of Work (SOW) {Section C} and the Price Schedule {Section B}.

B.2 The District intends to award one (1) Task Order against a Contractor's DC Supply Schedule contract in accordance with 27 DCMR 2100.1 (e).

B.3 PRICE SCHEDULE

CLIN	Service Description	Unit	Qty	Price Per Unit	Total Price
0001	Graphic Design Support Services	Hour	83	$ 120.00	$ 9,960.00

Toren A. Beasley
Print Name (Authorized Personnel)

Seaberry Design & Communications, LLC
Company

Signature (Authorized Personnel)

3/22/2018
Date

B.3.1 The contractor shall include all employee benefits listed in the Wage Determination No.: 2015-4281, Revision No.: 9, Date Of Revision: 01/10/2018 in its contract price. The fringe benefits listed on DOL wage determinations includes health and welfare, a stated number of holidays and a stated paid vacation days for those incumbents who qualify with a year or more of service on assignment with a district government agency. The contractor shall include all of those benefits in the contract price or contract unit price labor rates.

B.3.2 If the employee opts out of the Health &Welfare Benefits the rate according to the referenced DOL Wage Determination must be paid to the employee. Please be advised that the Office of Contracting and Procurement Contracting Officer can at any time verify an employee's pay rate to ensure compliances with DOL & Contractor's quoted price.

--END OF SECTION B--

C. SCOPE OF WORK

The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO), Workforce Investment Council (WIC) (the "District") is seeking a Contractor to provide graphic design support services to develop or enhance various collateral materials for the WIC.

The WIC collateral materials to be developed or enhanced include, but are not limited to:

- Topical One-Pagers
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002	District of Columbia Municipal Regulations (DCMR) http://ocp.in.dc.gov/CONSOLIDATED_TITLE_27_DCMR_(1_22_18).pdf	**January 2018**
003	Procurement Practices Reform Act (PPRA) http://ocp.in.dc.gov/Searchable_PPRA%20(Integrated%20Version).pdf	**January 2017**

C.2 Background

The Deputy Mayor for Greater Economic Opportunity (DMGEO) was established in 2015 to focus on rebuilding and revitalizing overlooked and underserved communities across the District of Columbia, particularly those in Wards 5, 6, 7 and 8. The mission of DMGEO is to facilitate investment and job creation in underserved District of Columbia communities in order to improve economic opportunities for residents in those communities.

C.3 Definitions

N/A

C.4 Minimum Requirements

The Contractor shall meet the following minimum qualifications:

1. Possess a current Certified Business Enterprise (CBE) certification from the Department of Local Business Development (DSLBD) with an certification emphasis of Small Business Enterprise (SBE); and
2. Provide a 1-2 page narrative regarding experience in providing graphic design support services.

C.5 Period of Performance

The period of performance is date of award through September 30, 2018.

C.6 Requirements

The Contractor shall perform the following tasks in order to achieve the objectives of this procurement specified in Scope of Work (Section C):

C.6.1 Contractor shall develop and finalize five (5) topical one pagers;

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C.6.3 Contractor shall develop and finalize WIC PowerPoint presentations; and

C.6.4 Contractor shall develop and finalize WIC interactive reports.

C.6.5 At a minimum, the Contractor shall provide two (2) revisions, at no cost to the District, to be approved by WIC prior to finalizing the collateral materials.

C.7 Deliverables

Item	Deliverable	Qty	Format and Method of Delivery	Due Date
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3	Develop and finalize WIC PowerPoint presentations	1	Email (PDF and Editable Copy) and Hard Copy	TBD after award
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C.8 Payment

Unless otherwise specified in the Task Order, payments shall be made in accordance with the Contractor successfully completing the Scope of Work in Section C and providing the Deliverables in Section C.7

C.9 Invoicing

The vendor shall furnish invoices upon completion of services. To ensure proper and prompt payment, each invoice for payment shall provide the following minimum information:

C.1.1 Contractor name and address;

C.1.2 Invoice date, number and the total amount due;

C.1.3 Period or date of service;

C.1.4 Description of service;

C.1.5 Quantity of services provided or performed to include service, and the frequency and duration of each service;

C.1.6 Contract Line Item Number (CLIN) as applicable to each purchase order or task order;

C.1.7 Purchase Order or Task Order Number;

C.1.8 Federal Tax Identification Number;

C.1.9 Any other supporting documentation or information, as required; and

C.1.10 Name, title, telephone no., and signature of the preparer.

--END OF SECTION C--

GOVERNMENT OF THE DISTRICT OF COLUMBIA

TASK ORDER AGREEMENT

PAGE 1 OF PAGES 10

1 CONTRACT NUMBER	2 PURCHASE REQUEST NO	3 EFFECTIVE DATE
CW63462		See box 13(c)

4 ISSUED BY	5 ADMINISTERED BY (If other than Item 5)
Office of Contracting and Procurement 441 4th Street NW, 700S Washington, DC 20001	Deputy Mayor's Office of Greater Economic Opportunities 2235 Shannon Place SE., Suite 3040 Washington, DC 20020

6 NAMES AND ADDRESS OF PROVIDER/CONTRACTOR (No. Street, county, state and ZIP Code)

Strong Production
77 Randolph Place, NW
Washington, DC 20001
POC: Michelle Williams Phone: (202) 256-1947 Email: mw7@strongpllc.com

7 PROVIDER/CONTRACTOR SHALL SUBMIT ALL INVOICES TO	8 DISTRICT SHALL SEND ALL PAYMENTS TO
The Contractor shall create and submit payment requests in an electronic format through the DC Vendor Portal. https://vendorportal.dc.gov	Strong Production 77 Randolph Place, NW Washington, DC 20001 POC: Michelle Williams Phone: (202) 256-1947 Email: mw7@strongpllc.com

9. DESCRIPTION OF TASK ORDER AGREEMENT AND RATE COST

1 ITEM NO	2 SUPPLIES/SERVICES	3 DESCRIPTION OF HUMAN CARE SERVICES	4 QUANTITY UNIT OF ISSUE	5 UNIT PRICE	6 AMOUNT
See Section 2 on page 2		Marketing Specialist (Temporary for WIC)	See Section 2 on page 2	See Section 2 on page 2	See Section 2 on page 2	NTE $15,120.00
				Not-To-Exceed (NTE) Amount		$15,120.00

10. APPROPRIATION DATA AND FINANCIAL CERTIFICATION

ITEM	FUND	YEAR	INDEX	PCA	OBJ	AGY	GRANT PH	PROJECT	AUX	LOC	OBJ	PERCENTAGE	LINE	AMOUNT

A ACCOUNTING CLASSIFICATION CODE See Purchase Order	B Name of Financial Officer (Typed) N/A	C Signature N/A	D Date N/A

11. PERIOD OF TASK ORDER AGREEMENT

Starting Date See box 13(c)	Ending Date Date of Award through September 30, 2018

TASK ORDER AGREEMENT SIGNATURES

Pursuant to the authority provided in D.C. Law 13-155, this HUMAN CARE AGREEMENT is being entered into between the Provider Provider specified in Item No. 6 of this document. The Provider Provider is required to sign and return two (2) originals of this document to the Contracting Officer (the Issuing Office stated in Item No. 5 of page 1 of this document). The Provider Provider further agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this Human Care Agreement and on any continuation sheet or appendices for the consideration stated above, and as ordered under purchase orders issued pursuant to this Agreement. The rights and obligations of the parties to this Human Care Agreement shall be subject to and governed by the following documents: (a) this Human Care Agreement; (b) the STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS dated July 2010; (c) Any other provisions, representations, certifications, and specifications as are attached or incorporated by reference herein. This Human Care Agreement between the signatories to this document consummates the final agreement of the parties.

12 FOR THE PROVIDER CONTRACTOR	13 FOR THE DISTRICT OF COLUMBIA
A Name and Title of Signer (Type or print) Name: Michelle Williams Title: President	A Name of Contracting Officer (Type or print) Name: Tia Mercer Title: Contracting Officer
B Signature of Strong Production	C DATE: 8-22-18
B Signature of CONTRACTING OFFICER	C DATE: 8/22/18

1. **SERVICES REQUIRED**

The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO) (the "District") is seeking a Contractor with an active DC Supply Schedule, and a DC Certified Business Enterprise (SBE and ROB emphasis) certification, to provide a Marketing Specialist to support the Workforce Investment Council (WIC) with various marketing-related projects.

The services to be provided by the Contractor shall include, but not be limited to, developing social media and email marketing campaigns, website content management, and developing communications and marketing strategies.

2. **PRICE SCHEDULE**

CLIN	Item Description	Hourly Rate	Not-to-Exceed Price
0001	Marketing Specialist	$70.00	$ 15,120.00

3. **TERM OF CONTRACT**

The period of performance for this Task Order Agreement shall be from date of award through September 30, 2018.

4. **DELIVERABLES**

SOW	Deliverable	Qty	Format and Method of Delivery	Due Date
C.4.1	Draft/Final of WIC email marketing campaigns	1	Email	TBD
C.4.2	Draft/Final content for the WIC's social media accounts	1	Email	TBD
C.4.3	Draft/Final content development for the WIC's website	1	Email	TBD
C.4.4	Draft/Final WIC communications and marketing strategies to be approved by WIC personnel	1	Email	TBD

5. **CONTRACTING OFFICER (CO)**

Contracts may be entered into and signed on behalf of the District Government only by Contracting Officers. The name, address and telephone number of the Contracting Officer for this Task Order Agreement is:

Tia Mercer
Contracting Officer
Office of Contracting and Procurement (Servicing DOES DMGEO WIC)
4058 Minnesota Avenue
Washington, DC 20019
(202) 671-3100 (voice)
Tia.Mercer@dc.gov

6. **CONTRACT ADMINISTRATOR (CA)**

The CA is responsible for the technical administration of the contract and advising the Contracting Officer as to the Contractor's compliance or noncompliance with the contract. In addition, the CA is responsible for the day-to-day monitoring and supervision of the contract as well as ensuring that the work conforms to the requirements of this contract and such other responsibilities and authorities as may be specified in writing by the Contracting Officer.

The CA for this Task Order Agreement is:

Rosemary Suggs-Evans
Government of the District of Columbia
Office of the Deputy Mayor for Greater Economic Opportunity
2235 Shannon Place, SE - Suite 3040
Washington, DC 20020
(202) 545-3061
Rosemary.Suggs-Evans *a* DC.Gov

It is understood and agreed that the CA shall not have the authority to make changes in the specifications/scope of work or terms and conditions of the contract.

Contractor shall be held fully responsible for any changes not authorized in advance, in writing, by the Contracting Officer, and may be denied compensation or other relief for any additional work performed that is not so authorized, and may also be required, at no additional cost to the District, to take all corrective action necessitated by reason of the unauthorized changes.

7. ORDERING

Services to be provided until this Task Order Agreement shall be ordered by the Contract Administrators specified in Section 6 above according to the prices set forth in the price schedule. Orders may be issued by electronic methods.

8. COMPENSATION AND PAYMENT

The District shall make payment upon submission of proper invoices at the prices stipulated in Section 2 of this Task Order Agreement for supplies delivered and accepted services performed. less any discounts, allowances or adjustments provided for in this Task Order Agreement. The District shall pay the Contractor on or before the 30th day after receiving a proper invoice from the Contractor.

9. INVOICE SUBMITTAL

9.1 The Contractor shall create and submit payment requests in an electronic format through the DC Vendor Portal, http: vendorportal.dc.gov
9.2 The Contractor shall submit proper invoices monthly or as otherwise specified in Section 8
9.3 To constitute a proper invoice, the Contractor shall enter all required information into the Portal after selecting the applicable purchase order number which is listed on the Contractor's profile.

10. INCORPORATED DOCUMENTS

Contractor shall perform under this Task Order Agreement pursuant to the terms of the following documents that are hereby incorporated by reference and made a part of this contract, which in the event of a conflict shall be resolved by giving precedence in the order of priority listed below:

(1) Standard Contract Provisions (July 2010) {Solely Incorporated by Reference}
(2) This Task Order Agreement (coversheet plus Sections 1 thru 10)
(3) Solicitation Marketing Specialist for the Workforce Investment Council (WIC) - issued via E-Mail on August 16, 2018 {Attachment A to this Task Order Agreement}
(4) Strong Production's Quote dated August 20, 2018 {Attachment B} to this Task Order Agreement}; and
(5) Strong Production's DC Supply Schedule Contract (CW26195) {Solely Incorporated by Reference}.

Attachment A

Solicitation
Marketing Specialist for the Workforce Investment Council (WIC)

E-Mailed on August 16, 2018

8-20-18

Amendment A001

Marketing Specialist for the WIC (Originally Emailed on 8/16/18)

Question#1 – Will the Marketing Specialist be performing the assigned duties on site at the WIC (2235 Shannon Place, SE Washington, DC 20020)?

Response#1: The Contractor has the flexibility to perform the work remotely or on-site.

DISTRICT OF COLUMBIA
DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITY
WIC- Marketing Specialist

Statement of Work

SECTION B: SERVICES

B.1 The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO) (the "District") is seeking a Contractor with an active DC Supply Schedule, and a DC Certified Business Enterprise (SBE and ROB emphasis) certification, to provide a Marketing Specialist to support the Workforce Investment Council (WIC) with various marketing-related projects.

B.2 This is a fixed unit price procurement

B.3 The District intends to make one (1) award based on the DCMR Section 2100.1 (d) and Lowest Price Technically Acceptable (LPTA).

B.4 **PRICE SCHEDULE**

CLIN	Item Description	Hourly Rate	Estimated Hours	TOTAL PRICE
0001	Marketing Specialist	$_____	216	$ _____
				$ _____

B.4.1 The Contractor shall provide a **Price Breakdown along with the submitted quote** that includes the following:

- Hourly rates for all personnel expected to perform work **(*Please map personnel to current DCSS rates)**; and
- Other costs included in the total price

Print Name (Authorized Personnel) Company

Signature (Authorized Personnel) Date

END OF SECTION B

C. SCOPE OF WORK

The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO) (the "District") is seeking a Contractor with an active DC Supply Schedule, and a DC Certified Business Enterprise (SBE and ROB emphasis) certification, to provide a Marketing Specialist to support the Workforce Investment Council (WIC) with various marketing-related projects.

The services to be provided by the Contractor shall include, but not be limited to, developing social media and email marketing campaigns, website content management, and developing communications and marketing strategies.

C.1 Applicable Documents

The following documents are applicable to this procurement:

Item No.	Title	Date
001	Standard Contract Provisions for use of District Government Supplies and Services **(Incorporated by Reference)** http://ocp.dc.gov/sites/default/files/dc/sites/ocp/publication/attachments/Standard%20Contract%20Provisions%20-%20July%202010.pdf	**July 2010**
002	District of Columbia Municipal Regulations (DCMR – Title 27) **(Incorporated by Reference)** https://ocp.dc.gov/publication/dcmr-27	**June 2013**
003	Procurement Practices Reform Act of 2010 **(Incorporated by Reference)** https://ocp.dc.gov/sites/default/files/dc/sites/ocp/publication/attachments/PPRA.pdf	**June 2013**

C.2 Background

The Deputy Mayor for Greater Economic Opportunity (DMGEO) was established in 2015 to focus on rebuilding and revitalizing the overlooked and underserved communities across the District of Columbia, particularly those in Wards 5, 6, 7 and 8. The mission of DMGEO is to facilitate investment and job creation in underserved District of Columbia communities in order to improve economic opportunities for residents in those communities.

C.3 Minimum Requirements

The Contractor shall meet the following minimum qualifications:

1. Possess a current Certified Business Enterprise (CBE) certification from the Department of Local Business Development (DSLBD) with a certification emphasis of Small Business Enterprise and Resident-Owned Business (SBE/ROB);
2. Possess a current DC Supply Schedule contract under the Media, Marketing and Public Information Services schedule category; and
3. Provide narrative (3 Pages Max) regarding relevant experience in digital content marketing, media strategies, content development and editing, and communications messaging; and
4. Provide three (3) resumes of potential candidates for the project that shall possess at least 2-3 years of marketing experience, to include, but limited to delivering email marketing campaigns, branding, developing and distributing content for corporate social media accounts, and creating marketing strategies - Marketing degree is preferred but not required.

C.4 **Requirements**

The Contractor shall perform the following tasks, on an as needed basis, in order to achieve the objectives of this procurement:

C.4.1 Develop/Edit draft/final WIC email marketing campaigns and distribute via the Constant Contact email service upon WIC approval;

C.4.2 Develop draft/final content for the WIC's social media accounts to be approved by WIC personnel;

C.4.3 Provide guidance and draft/final content development for the WIC's website: and

C.4.4 Develop draft/final WIC communications and marketing strategies to be approved by WIC personnel;

C.5 **Period of Performance**

The period of performance is date of award through September 30, 2018.

C.6 **Deliverables**

SOW	Deliverable	Qty	Format and Method of Delivery	Due Date
C.4.1	Draft/Final of WIC email marketing campaigns	1	Email	TBD
C.4.2	Draft/Final content for the WIC's social media accounts	1	Email	TBD
C.4.3	Draft/Final content development for the WIC's website	1	Email	TBD
C.4.4	Draft/Final WIC communications and marketing strategies to be approved by WIC personnel	1	Email	TBD

C.7 **Payment**

The District will pay the vendor for satisfactory delivery of the good(s)/service(s) in accordance with the pricing stipulated in the Price Schedule (Section B.4).

C.8 **Invoicing**

The Contractor shall create and submit payment requests in an electronic format through the DC Vendor Portal, https: vendorportal.dc.gov

C.8.1 The Contractor shall submit proper invoices on a monthly basis or as otherwise specified in Section C.7.

C.8.2 To constitute a proper invoice, the Contractor shall enter all required information into the Portal after selecting the applicable purchase order number which is listed on the Contractor's profile.

Attachment B

Strong Production's Quote
Dated
August 20, 2018

DISTRICT OF COLUMBIA
DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITY
WIC- Marketing Specialist

Statement of Work

SECTION B: SERVICES

B.1 The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO) (the "**District**") is seeking a Contractor with an active DC Supply Schedule, and a DC Certified Business Enterprise (SBE and ROB emphasis) certification, to provide a Marketing Specialist to support the Workforce Investment Council (WIC) with various marketing-related projects.

B.2 This is a fixed-unit price procurement

B.3 The District intends to make one (1) award based on the DCMR Section 2100.1 (d) and Lowest Price Technically Acceptable (LPTA).

B.4 PRICE SCHEDULE

CLIN	Item Description	Hourly Rate	Estimated Hours	TOTAL PRICE
0001	Marketing Specialist	$70.00	216	$ 15,120
				$

B.4.1 The Contractor shall provide a **Price Breakdown along with the submitted quote** that includes the following:

- Hourly rates for all personnel expected to perform work **(*Please map personnel to current DCSS rates)**; and
- Other costs included in the total price

Michele Williams
Print Name (Authorized Personnel)

Strong Production LLC
Company

Signature (Authorized Personnel)

5/20/18
Date

END OF SECTION B

IT and Business Administration Career Pathway Working Group

Name	Organization	Email
Ray Bell	HOPE Project	raybelljr@gmail.com
Sonya Davis	HOPE Project	smsivad@msn.com
Mike Kennedy	Competitive Innovations	mkennedy@cillc.com
Martin Block	Kesem Technology	Marty@kesem.net
Jaslyn Harris	Prism Inc.	jharris@prism.com
Jessica Boldig	Tista Tech	Boldigjr@gmail.com
Steve Hall	District Computers	Steve@districtcomputers.com
Robert Bailey	Rebnetik Enterprise	rebailey@rebnetik.com

IT and Business Administration Career Pathway Working Group

Name	Organization	Email
Ray Bell	HOPE Project	raybelljr@gmail.com
Sonya Davis	HOPE Project	smsivad@msn.com
Mike Kennedy	Competitive Innovations	mkennedy@cillc.com
Martin Block	Kesem Technology	Marty@kesem.net
Jaslyn Harris	Prism Inc.	jharris@prism.com
Jessica Boldig	Tista Tech	Boldigjr@gmail.com
Steve Hall	District Computers	Steve@districtcomputers.com
Robert Bailey	Rebnetik Enterprise	rebailey@rebnetik.com

Infrastructure and Transportation Career Pathway Working Group

Name	Organization	Email
Alberto Marino	WMATA	amarino@wmata.com
Steven Boney	WMATA	sboney@wmata.com
Andre Banks	Forest City	andrebanks@forestcity.net
Rebecca Taber	Merit America	rebecca@meritamerica.org
Demetria Harris	DPW, Fleet Management Administration	Demetria.harris@dc.gov
Bradley Mighdoll	DDOT	Bradley.Mighdoll@dc.gov
Ramono Flowers	DDOT	ramono.flowers@dc.gov
Lisa Neuberger Fernandez	Accenture	lisa.h.neuberger@accenture.com

Security and Law Enforcement Career Pathway Working Group

Name	Organization	Email
Janel Harper	CSC	jharper@csc-usa.com
Kyle Gunderson	CSC	kgunderson@csc-usa.com
Charles Thies	Sentinel Integrated Services	cnthies@sentinel.info.com
Nathan Smith	Allied Universal	nathan.smith@aus
David Gilmore	ASIS	dgj.csfg@verizon.net
Clarence Whitescarver	DCRA	Clarence.whitescarver@dc.gov
Deodato Arruda	Allied Universal	Deo.arruda@aus.com
Tom Perroni	CCJA	ccjatraining@gmail.com
Keith May	Blue Sky Solutions	kmay@mayfamily.com
Mark Martin	SecurAmerica/Triton Security	mmartin@securamericallc.com
Rick Speidell	ADT	rspeidell@adt.com
Kevin Peterson	Innovative Protection Solutions	kevin.e.peterson@outlook.com

WIOA COMMON MEASURES

		PY16									PY17									PY18				
			Q1		Q2		Q3		Q4			Q1		Q2		Q3		Q4			Q1		Q2	
		Negotiated Outcome	N (number)	Percent	N (number)	Percent	N (number)	Percent	N (number)	Percent	Negotiated Outcome	N (number)	Percent	N (number)	Percent	N (number)	Percent	N (number)	Percent	Negotiated Outcome	N (number)	Percent	N (number)	Percent
Title I Adult	*Participants Served (N only)*	**N/A**	809	N/A	766	N/A	775	N/A	759	N/A	**N/A**	770	N/A	682	N/A	799	N/A	764	N/A	**N/A**	806	N/A		
	Employment rate (2d quarter after exit)	**62%**									**62%**	77.5%	125%	74.5%	120%	73.4%	118%	76.7%	124%	**65%**	67.8%	104%		
	Employment rate (4th quarter after exit)	**68%**									**68%**	N/A	N/A	N/A	N/A	71.4%	105%	76.4%	112%	**68%**	75.7%	111%		
	Median earnings (2d quarter after exit)	**$6,200**									**$6,200**	$5,834	94%	$6,751	109%	$7,597	123%	$6,973	112%	**$5,725**	$7,242	126%		
	Credential attainment	**54%**									**54%**	N/A	N/A	N/A	N/A	74.3%	138%	67.9%	126%	**60%**	69.3%	116%		
	Measurable skills gain	**Baseline**									**Baseline**	10.0%	N/A	8.8%	N/A	12.3%	N/A	15.8%	N/A	**Baseline**	33.3%	N/A		
Title I Dislocated Worker	*Participants Served (N only)*	**N/A**	254	N/A	219	N/A	248	N/A	246	N/A	**N/A**	248	N/A	212	N/A	228	N/A	197	N/A	**N/A**	189	N/A		
	Employment rate (2d quarter after exit)	**69%**									**69%**	78.7%	114%	59%	86%	80%	116%	81.5%	118%	**67%**	78.4%	117%		
	Employment rate (4th quarter after exit)	**65%**									**65%**	N/A	N/A	N/A	N/A	70.8%	109%	76.9%	118%	**68%**	81.7%	120%		
	Median earnings (2d quarter after exit)	**$7,500**									**$7,500**	$7,668	102%	$9,330	124%	$7,870	105%	$10,288	137%	**$7,500**	$7,291	97%		
	Credential attainment	**57%**									**57%**	N/A	N/A	N/A	N/A	65%	114%	85.7%	150%	**60%**	66.7%	111%		
	Measurable skills gain	**Baseline**									**Baseline**	13.3%	N/A	12%	N/A	8.8%	N/A	14.2%	N/A	**Baseline**	75%	N/A		
Title I Youth	*Participants Served (N only)*	**N/A**	226	N/A	123	N/A	303	N/A	346	N/A	**N/A**	260	N/A	176	N/A	292	N/A	339	N/A	**N/A**	303	N/A		
	Employment and education rate (2d quarter after exit)	**51%**									**51%**	69.2%	136%	71%	139%	69.8%	137%	57%	112%	**54%**	51.6%	96%		
	Employment and education rate (4th quarter after exit)	**46%**									**46%**	N/A	N/A	N/A	N/A	65.4%	142%	72.3%	157%	**46%**	73%	159%		
	Median earnings (2d quarter after exit)	**Baseline**									**Baseline**	$1,271	N/A	$3,721	N/A	$4,035	N/A	$3,900	N/A	**Baseline**	$2,889	N/A		
	Credential attainment	**50%**									**50%**	N/A	N/A	N/A	N/A	45.5%	91%	29.1%	58%	**52%**	61.2%	118%		
	Measurable skills gain	**Baseline**									**Baseline**	10.5%	N/A	28.6%	N/A	27.6%	N/A	8%	N/A	**Baseline**	0			
Title III Employment Services	*Participants Served (N only)*	**N/A**					4916		4132	N/A	**N/A**	5605	N/A	3848	N/A	3939	N/A	4158	N/A	**N/A**	3894	N/A		
	Employment rate (2d quarter after exit)	**50%**									**50%**	59.1%	118%	56.5%	113%	58.1%	116%	57.9%	116%	**54%**	56.4%	104%		
	Employment rate (4th quarter after exit)	**79%**									**79%**	N/A	N/A	N/A	N/A	62.2%	79%	60.3%	76%	**79%**	59.1%	75%		
	Median earnings (2d quarter after exit)	**$5,500**									**$5,500**	$5,523	100%	$5,027	91%	$5,937	108%	$5,890	107%	**$5,200**	$5,587	107%		
	Credential attainment	**N/A**	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	**N/A**	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	**N/A**	N/A	N/A	N/A	N/A
	Measurable skills gain	**N/A**	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	**N/A**	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	**N/A**	N/A	N/A	N/A	N/A
Title II Adult Education	*Participants Served (N only)*	N/A							2,978	N/A	N/A							3,032	N/A	N/A			1,126	N/A
	Employment rate (2d quarter after exit)	N/A							N/A	N/A	N/A							N/A	N/A	N/A			438	17.46%
	Employment rate (4th quarter after exit)	N/A							N/A	N/A	N/A							N/A	N/A	N/A			110	16.42%
	Median earnings (2d quarter after exit)	N/A							N/A	N/A	N/A							N/A	N/A	N/A			$ 4,344.00	
	Credential attainment	N/A							61	88.00%	N/A							N/A	N/A	N/A			15	26.79%
	Measurable skills gain	N/A							1,017	34%	41%							1,128	36.56%	42%			528	46.15%
Title IV Vocational Rehabilitation	*Participants Served (N only)*	N/A	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	N/A	3,889	*N/A*	4,215	*N/A*	4,674	*N/A*	5,144	*N/A*	N/A	5,486	*N/A*	Due 02/15/19 - Cleanup and aggegation still in progress.	
	*Employment rate (2d quarter after exit)**	45.80%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	45.80%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	45.80%	*N/A*	*N/A*		
	*Employment rate (4th quarter after exit)**	36%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	36%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	36%	*N/A*	*N/A*		
	Median earnings (2d quarter after exit)	$4,685	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	$4,685	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	$4,685	*N/A*	*N/A*		
	Credential attainment	5%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	5%	0	0%	0	0%	1	1%	7	14%	5%	9	10%		
	Measurable skills gain	40%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	40%	0	0%	1	20%	3	30%	4	40%	40%	4	24%		

Title II Notes:

In PY 16, AFE had individual negotiated targets for Measurable Skills Gains (MSG) at each Educational Functioning Level instead of a single negotiated MSG target.
While AFE conducts monthly monitoring which includes review of performance outcomes, performance and outcome data is only reported on an annual basis.

PY 16 Employment Rates as specified below are based on WIA Requirements which look at employment based on first and third quarters after exit and the secondary credential data is based solely on the attainment of a secondary credential outcome for select individuals who have been included in the outcome cohort as a result of their characteristics at entry.

		Target	Number	Percentage
PY 16 NRS Table 5	Enter Emploment	75%	461	44%
	Retain Employment	95%	1,207	95%
	Obtained a Secondary School Credential or Its Equivalent	95%	61	88%

Due to the inherent lag in the PY 17 and 18 outcome data assocated with employment, earnings, and credential attainment (which is conditional on the students connection to postsecondary eductation or training) after exit, these metrics were based on the previous cohort of subgrantees.

As mentioned above the credential attainment metric for PY18 doesn't include credential attainment data for latest cohort of sub-grantees due to the way the metric's business rules are structured. However, our current sub-grantees have been able to help their students attain 46 secondary credentials and 604 workforce credentials in PY18.

To align with Department of Education reporting, numbers and percentages reported for Measurable Skills Gains for PY17 and PY18 reflect periods of participation, rather than numbers of participants.

Title I & III Notes:

The Workforce Integrated Performance System (WIPS) did not produce performance results during PY2016.

Title IV Notes:

Employment Rate Due 4 quarters after exit per Department of Education. PY 17 Q1 Performance Data for Q2 Employment Rates will be reported in PY 18 Q2 911 Report.

PY16 Data Calculations are not feasible due to WIOA Reporting Requirment Changes not becoming effective in PY16.

In accordance with section 506(b) of WIOA, the performance accountability system requirements of section 116 of WIOA took effect July 1, 2016. At that time, VR agencies were expected to begin the process of implementing the final RSA-911-16 data collection. However, we recognize that agencies may have difficulty implementing the new data requirements quickly enough to submit reports containing the new data elements for PY 2016. Therefore, the Department of Education (ED) is exercising its transition authority under section 503 of WIOA to ensure the orderly transition from the requirements under the Act, as amended by the Workforce Investment Act of 1998, to the requirements of WIOA. In so doing, VR agencies must begin to submit data required by the RSA-911-16 in PY 2017. VR agencies must submit the first quarterly RSA-911-16 report for PY 2017 by November 15, 2017, covering the reporting period from July 1, 2017 through September 30, 2017, for all service records (including students receiving pre-employment transition services, reportable individuals, and participants) open as of or after July 1, 2017. VR agencies must ensure that they begin implementation of the data system requirements in PY 2016 and that their data collection systems, including internal controls necessary to ensure the reliability and accuracy of the data being reported, support accurate and timely reporting of data no later than the start of PY 2017 (July 1, 2017).

https://www2.ed.gov/programs/rsabvrs/rsa-911-faq.html#q1

WIOA COMMON MEASURES

		PY16									PY17									PY18				
			Q1		Q2		Q3		Q4			Q1		Q2		Q3		Q4			Q1		Q2	
		Negotiated Outcome	N (number)	Percent	N (number)	Percent	N (number)	Percent	N (number)	Percent	Negotiated Outcome	N (number)	Percent	N (number)	Percent	N (number)	Percent	N (number)	Percent	Negotiated Outcome	N (number)	Percent	N (number)	Percent
Title I Adult	*Participants Served (N only)*	**N/A**	809	N/A	766	N/A	775	N/A	759	N/A	**N/A**	770	N/A	682	N/A	799	N/A	764	N/A	**N/A**	806	N/A		
	Employment rate (2d quarter after exit)	**62%**									**62%**	77.5%	125%	74.5%	120%	73.4%	118%	76.7%	124%	**65%**	67.8%	104%		
	Employment rate (4th quarter after exit)	**68%**									**68%**	N/A	N/A	N/A	N/A	71.4%	105%	76.4%	112%	**68%**	75.7%	111%		
	Median earnings (2d quarter after exit)	**$6,200**									**$6,200**	$5,834	94%	$6,751	109%	$7,597	123%	$6,973	112%	**$5,725**	$7,242	126%		
	Credential attainment	**54%**									**54%**	N/A	N/A	N/A	N/A	74.3%	138%	67.9%	126%	**60%**	69.3%	116%		
	Measurable skills gain	**Baseline**									**Baseline**	10.0%	N/A	8.8%	N/A	12.3%	N/A	15.8%	N/A	**Baseline**	33.3%	N/A		
Title I Dislocated Worker	*Participants Served (N only)*	**N/A**	254	N/A	219	N/A	248	N/A	246	N/A	**N/A**	248	N/A	212	N/A	228	N/A	197	N/A	**N/A**	189	N/A		
	Employment rate (2d quarter after exit)	**69%**									**69%**	78.7%	114%	59%	86%	80%	116%	81.5%	118%	**67%**	78.4%	117%		
	Employment rate (4th quarter after exit)	**65%**									**65%**	N/A	N/A	N/A	N/A	70.8%	109%	76.9%	118%	**68%**	81.7%	120%		
	Median earnings (2d quarter after exit)	**$7,500**									**$7,500**	$7,668	102%	$9,330	124%	$7,870	105%	$10,288	137%	**$7,500**	$7,291	97%		
	Credential attainment	**57%**									**57%**	N/A	N/A	N/A	N/A	65%	114%	85.7%	150%	**60%**	66.7%	111%		
	Measurable skills gain	**Baseline**									**Baseline**	13.3%	N/A	12%	N/A	8.8%	N/A	14.2%	N/A	**Baseline**	75%	N/A		
Title I Youth	*Participants Served (N only)*	**N/A**	226	N/A	123	N/A	303	N/A	346	N/A	**N/A**	260	N/A	176	N/A	292	N/A	339	N/A	**N/A**	303	N/A		
	Employment and education rate (2d quarter after exit)	**51%**									**51%**	69.2%	136%	71%	139%	69.8%	137%	57%	112%	**54%**	51.6%	96%		
	Employment and education rate (4th quarter after exit)	**46%**									**46%**	N/A	N/A	N/A	N/A	65.4%	142%	72.3%	157%	**46%**	73%	159%		
	Median earnings (2d quarter after exit)	**Baseline**									**Baseline**	$1,271	N/A	$3,721	N/A	$4,035	N/A	$3,900	N/A	**Baseline**	$2,889	N/A		
	Credential attainment	**50%**									**50%**	N/A	N/A	N/A	N/A	45.5%	91%	29.1%	58%	**52%**	61.2%	118%		
	Measurable skills gain	**Baseline**									**Baseline**	10.5%	N/A	28.6%	N/A	27.6%	N/A	8%	N/A	**Baseline**	0			
Title III Employment Services	*Participants Served (N only)*	**N/A**					4916		4132	N/A	**N/A**	5605	N/A	3848	N/A	3939	N/A	4158	N/A	**N/A**	3894	N/A		
	Employment rate (2d quarter after exit)	**50%**									**50%**	59.1%	118%	56.5%	113%	58.1%	116%	57.9%	116%	**54%**	56.4%	104%		
	Employment rate (4th quarter after exit)	**79%**									**79%**	N/A	N/A	N/A	N/A	62.2%	79%	60.3%	76%	**79%**	59.1%	75%		
	Median earnings (2d quarter after exit)	**$5,500**									**$5,500**	$5,523	100%	$5,027	91%	$5,937	108%	$5,890	107%	**$5,200**	$5,587	107%		
	Credential attainment	**N/A**	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	**N/A**	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	**N/A**	N/A	N/A	N/A	N/A
	Measurable skills gain	**N/A**	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	**N/A**	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	**N/A**	N/A	N/A	N/A	N/A
Title II Adult Education	*Participants Served (N only)*	N/A							2,978	N/A	N/A							3,032	N/A	N/A			1,126	N/A
	Employment rate (2d quarter after exit)	N/A							N/A	N/A	N/A							N/A	N/A	N/A			438	17.46%
	Employment rate (4th quarter after exit)	N/A							N/A	N/A	N/A							N/A	N/A	N/A			110	16.42%
	Median earnings (2d quarter after exit)	N/A							N/A	N/A	N/A							N/A	N/A	N/A			$ 4,344.00	
	Credential attainment	N/A							61	88.00%	N/A							N/A	N/A	N/A			15	26.79%
	Measurable skills gain	N/A							1,017	34%	41%							1,128	36.56%	42%			528	46.15%
Title IV Vocational Rehabilitation	*Participants Served (N only)*	N/A	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	N/A	3,889	*N/A*	4,215	*N/A*	4,674	*N/A*	5,144	*N/A*	N/A	5,486	*N/A*	Due 02/15/19 - Cleanup and aggegation still in progress.	
	*Employment rate (2d quarter after exit)**	45.80%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	45.80%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	45.80%	*N/A*	*N/A*		
	*Employment rate (4th quarter after exit)**	36%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	36%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	36%	*N/A*	*N/A*		
	Median earnings (2d quarter after exit)	$4,685	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	$4,685	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	$4,685	*N/A*	*N/A*		
	Credential attainment	5%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	5%	0	0%	0	0%	1	1%	7	14%	5%	9	10%		
	Measurable skills gain	40%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	40%	0	0%	1	20%	3	30%	4	40%	40%	4	24%		

Title II Notes:

In PY 16, AFE had individual negotiated targets for Measurable Skills Gains (MSG) at each Educational Functioning Level instead of a single negotiated MSG target.
While AFE conducts monthly monitoring which includes review of performance outcomes, performance and outcome data is only reported on an annual basis.

PY 16 Employment Rates as specified below are based on WIA Requirements which look at employment based on first and third quarters after exit and the secondary credential data is based solely on the attainment of a secondary credential outcome for select individuals who have been included in the outcome cohort as a result of their characteristics at entry.

		Target	Number	Percentage
PY 16 NRS Table 5	Enter Emploment	75%	461	44%
	Retain Employment	95%	1,207	95%
	Obtained a Secondary School Credential or Its Equivalent	95%	61	88%

Due to the inherent lag in the PY 17 and 18 outcome data assocated with employment, earnings, and credential attainment (which is conditional on the students connection to postsecondary eductation or training) after exit, these metrics were based on the previous cohort of subgrantees.

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https://www2.ed.gov/programs/rsabvrs/rsa-911-faq.html#q1

UNITED STATES DEPARTMENT OF EDUCATION
OFFICE OF CAREER, TECHNICAL, AND ADULT EDUCATION

JUL 11 2018

Honorable Hanseul Kang
State Superintendent of Education
1050 First Street, N.E.
Washington, DC 20002

Dear Ms. Kang:

This letter is to inform you of the results of the recent monitoring visit to the Office of the State Superintendent of Education (OSSE) conducted by the Office of Career, Technical, and Adult Education (OCTAE). OCTAE conducts monitoring visits to States to ensure compliance with, and improved performance under, the Adult Education and Family Literacy Act (AEFLA), title II of the Workforce Innovation and Opportunity Act (WIOA), the Education Department General Administrative Regulations, and the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. OCTAE conducted the monitoring visit to OSSE April 2 through April 6, 2018.

The purposes of visits to States are to: (1) ensure that States meet AEFLA requirements; (2) improve the quality of Federally funded activities; (3) provide assistance in identifying and resolving accountability problems; and (4) ensure the accuracy, validity, and reliability of data collection and data reporting, as well as policies and procedures for program accountability. OCTAE used the *State Review Protocol* to guide the process; and, reviewed the State plan and other relevant State documents in preparation for and during the visit. OCTAE staff conducted interviews with State and local officials, program staff, workforce development partners; and, observed classroom practices while onsite.

OCTAE reviewed the content of the attached report during the exit interview with State staff on April 6, 2018. The attached report addresses: (1) the areas necessitating corrective actions because these findings represent noncompliance with the requirements of AEFLA, as noted in its *Findings and Required Actions* section; (2) suggestions for improved practices and results, as noted in its *Recommendations* section; and (3) procedures for your responses to OCTAE, as noted in its *Submission of Corrective Action Plan* (CAP) section.

OSSE must submit a CAP for the required actions related to noncompliance identified in the *Findings and Required Actions* section of the attached report. The CAP must: (1) be submitted to OCTAE, within 45 calendar days of receipt of this letter and report, as dated by our electronic transmission to your agency; and (2) address the following for each item in the *Findings and Required Actions* section of the report:

- strategy(ies) for implementation;
- evidence of completion;
- target date for completion;
- staff assignments; and,
- date completed or status pending.

OCTAE also encourages OSSE to consider and adopt the program improvement recommendations included in the monitoring report.

Thank you for the assistance and cooperation provided by your staff during our review. If you need additional information, please contact Stephanie Washington at (202) 245-6952 or Stephanie.Washington@ed.gov.

Sincerely,

Cheryl L. Keenan
Director
Division of Adult Education and Literacy

Enclosure

cc: J. Michelle Johnson
Karla Ver Bryck Block
Stephanie M. Washington

United States Department of Education
State Program Review and Technical Assistance Report
Office of the State Superintendent of Education
District of Columbia
April 2 – 6, 2018

Staff from the United States Department of Education's Office of Career, Technical, and Adult Education (OCTAE) conducted a full program review and technical assistance visit to the Adult and Family Education unit of the Office of the State Superintendent of Education (OSSE) Washington, DC, from April 2 through April 6, 2018. This report addresses the implementation of the Adult Education and Family Literacy Act (AEFLA), title II of the Workforce Innovation and Opportunity Act (WIOA), by OSSE. The findings, required actions, and recommendations are based on reviews of Sate documents, meetings with State and local officials and program staff, interviews with local program directors and workforce development partners, and observations of classroom practices. The review team used the *State Review Protocol* to guide the review process.

OSSE must address the requirements of WIOA, by submitting a Corrective Action Plan (CAP) for the required actions contained in this report. Responses to recommendations, while optional, are strongly encouraged.

Noteworthy Practices

Noteworthy Practice 1: OSSE demonstrates leadership and shared accountability of an integrated intake data system across the workforce system.

OSSE leads partner efforts to coordinate and improve service delivery by extending its DC Data Vault integrated intake system to other one-stop partner programs. The Data Vault system provides one-stop partner programs a coordinated system for recruitment, referrals, intake, assessment, and case management. The Data Vault also facilitates cross agency communication and collaboration of services for District residents, while remaining completely transparent to program participants. Additionally, the Data Vault allows District residents to upload and maintain customer eligibility documents which may be shared across programs and governmental agencies. As the Data Vault continues to include more partners, referring agencies are able to utilize the Data Vault to improve efficiencies in scheduling and client registration. The DC Data Vault has dramatically improved interagency collaboration.

Noteworthy Practice 2: OSSE strategically utilizes State Leadership funds to ensure coordination and alignment of professional development, technical assistance, and monitoring and evaluation activities.

OSSE is continuously seeking ways to align with core programs and, where possible, strengthening existing alignment to implement the State Plan. OSSE's professional development, technical assistance, and monitoring and evaluation activities are coordinated, proactive, and time sensitive. State Leadership projects are determined through an analysis of local program performance data, monitoring, site visits, classroom observations, professional development,

workshop evaluations, WIOA core programs, and other stakeholders. The data is then used to develop plans for continuous improvement at the State and local program levels, and to determine professional development and technical assistance. This approach of using State Leadership funds is apparent in reviewing the State Plan, budgets, and speaking with program staff. Subgrantees are well aware of the program needs, and articulate the type of assistance they are receiving from OSSE.

Noteworthy Practice 3: OSSE monitors all subgrantees monthly using a revised monitoring protocol, which enables adult education staffs to identify professional development and technical assistance needs and strategies for continuous improvement.

OSSE's unique approach to program improvement includes the 2018 revised monthly monitoring protocol. The new protocol requires all subgrantees to submit monthly statistical and narrative reports that are reviewed by staff. After subgrantees submit their reports, OSSE adult education staff monitors each subgrantee onsite every month with a reporting checklist. The checklist is divided into programmatic and accountability indicators; and depending on how the subgrantee is implementing AEFLA, OSSE adult education staffs are able to provide targeted technical assistance and offer program wide professional development based on need. OSSE adult education staffs have invested a considerable amount of time and commitment to the new monitoring protocol, which enables the State program office to uniquely know how each local program is implementing AEFLA.

Findings and Required Actions

Finding 1: OSSE's request for proposals (RFP) and review procedures for program years (PYs) 2017-2019 did not fully comply with WIOA statutory and regulatory requirements.

Relevant sections of law and regulation: WIOA sections 203(5) and 231, 34 CFR §463.24.

Required Action 1(a): OSSE must submit to OCTAE all key administrative procedures and documents, including the RFP related to the competitive application and awards process for approval prior to the next AEFLA competition in PY 2020.

Required Action 1(b): OSSE must issue corrections to the use of federal funds in its Integrated English Literacy Acquisition, Civics Education and Training model; and provide oversight to ensure that AEFLA funds are not used for unallowable costs.

***Discussion*:** OSSE conducted a competition for its AEFLA funds and awarded three-year grants effective July 1, 2017, for PYs 2017, 2018, and 2019. However, a review of the RFP revealed that the competitive process did not comply with certain WIOA statutory and regulatory provisions. Specifically, OSSE did not determine if its applicants were organizations of demonstrated effectiveness and therefore eligible providers, prior to reviewing and selecting applications for award. See WIOA section 203(5) and 34 CFR §463.24. The Notice of Funding Eligibility contained language that indicated that an applicant was required to provide evidence of its ability to improve the skills of adults with low literacy, consistent with the considerations in 34 CFR §463.20(d), and further stated that each application would be reviewed to determine

whether it met the standard of demonstrated effectiveness. A review of the application process indicated that OSSE did not conduct such reviews to ensure that it reviewed only applications from organizations of demonstrated effectiveness. Rather, it accepted all applications for review and scoring without determining if the application was from an organization of demonstrated effectiveness. It therefore potentially reviewed and scored applications from organizations that were not eligible providers. Additionally, in describing its program models, OSSE stated that grant funds for its Integrated English Acquisition, Civics Education and Training model may be used for activities that are not allowable under AEFLA, such as using funds for programmatic accreditation, employing formal transcript evaluation services, and employing formal assessment services to evaluate past training experiences for college credit equivalency. While these activities may be allowable using other non-federal funds included in the grant competition, OSSE did not identify that these activities could not be supported with federal AEFLA funds. Also, the RFP failed to identify requirements that were State-imposed, or improperly labeled certain requirements as federally required.

Finding 2: OSSE did not issue a grant award notifications for sections 231, 225, and 243 to subgrantees in accordance with the requirements of 2 CFR §200.331(a).

Relevant sections of law and regulation: WIOA sections 231, 225, and 243, 2 CFR §200.331(a)

Required Action 2: OSSE must issue grant award notifications to subgrantees that receive funds under sections 231, 225, and 243 beginning in PY 2018.

Discussion: Subgrantees were notified of an AEFLA award through an award letter dated June 30, 2017. However, OSSE's Electronic Grants Management System (EGMS) begins each fiscal year on October 1. Due to the EGMS structure, OSSE adult education staffs were required to send a second award letter to subgrantees that AEFLA funds will continue October 1, 2017 through September 30, 2018. Though subgrantees received two notifications from OSSE, the award letters did not properly identify sections 231, 225 or 243 funds; rather, the award letter stated one total funding amount. Additionally, the total funding amount did not distinguish federal funds from Workforce Investment Council (WIC) State funds. Lastly, the award letter did not include all the requirements of a grant award notification for pass-through entities, as described in 2 CFR §200.331(a) including:

- Federal Award Identification number;
- Subrecipient name (which must match registered name in DUNS);
- Subrecipient's DUNS number;
- Federal Award Identification Number (FAIN);
- Federal Award Date;
- Subaward Period of Performance Start and End Date;
- Amount of Federal Funds Obligated by this action;
- Total Amount of Federal Funds Obligated to the subrecipient;
- Total Amount of the Federal Award; and,
- Indirect cost rate for the Federal award

Finding 3: OSSE did not maintain sufficient controls for AEFLA expenditures reported by local providers. OCTAE could not verify that the local providers had met AEFLA's statutory administrative cost limits, and whether the local expenditures were charged to the appropriate cost categories.

Relevant sections of law and regulation: WIOA section 233(a)(2); 34 CFR §463.25; Education Department General Administrative Regulations (EDGAR) at 34 CFR §§76.702, 76.731, and 76.770; WIOA State plan certifications and assurances for (PY) 2016 -17 through 2017-18.

Required Action 3(a): OSSE must establish sufficient controls and procedures to accurately track and report AEFLA grant funds that are expended for local administrative costs.

Required Action 3(b): The State must train its local providers on the tracking and reporting of administrative costs.

Discussion: The statute requires that at least 95 percent of an AEFLA eligible provider's grant funds be used for instruction, with a cap of five percent for local administrative costs. The EGMS captures broad cost categories such as instruction, support services, operations and maintenance, student transportation, training, and travel. However, these categories do not identify which costs were charged to funds for local administration activities; and therefore, do not demonstrate an eligible provider's compliance with the provisions of section 233(a)(2) of WIOA. See also 34 CFR §§76.702 and 76.731, which requires a State and a subgrantee to use fiscal control and fund accounting procedures that insure proper disbursement of and accounting for Federal funds, and to keep records to show compliance with program requirements. Additionally, the EGMS does not enable the State staff to monitor administrative costs to determine if a local provider has exceeded the five percent cost limit on administration, or charged unallowable expenditures. See 34 CFR §76.770, which requires that a State have procedures to ensure compliance with applicable statutes and regulations.

Finding 4: OSSE did not maintain sufficient controls for the separate tracking and reporting required for sections 225 and 243 expenditures on the Federal Financial Report (FFR).

Relevant sections of law and regulations: WIOA sections 225 and 243; OMB Control Number 1830-0027; EDGAR at 34 CFR §§76.702, 76.731, and 76.770; WIOA State plan certifications and assurances for PY 2016-17 through 2017-18.

Required Action 4(a): OSSE must establish sufficient controls and procedures to accurately track and report AEFLA grant funds expended for activities carried out under the provisions of sections 225 and 243 of WIOA.

Required Action 4(b): The State must train its local providers on the tracking and reporting of expenditures for local activities carried out under the provisions of sections 225 and 243 of WIOA.

Discussion: OSSE must report annually on its FFR the federal and non-federal expenditures for activities carried out under the provisions of sections 225 and 243 of WIOA. The EGMS does not have the functionality to track and report local expenditures for these activities. Currently, local providers are allocated grant funds through the EGMS that come from federal, State, or other sources. The allocated federal funds are not identified as section 231 (adult basic education), section 225 (corrections education), or section 243 (integrated English literacy and civics education).

Providers using grant funds for local activities carried out under the provisions of section 225 of WIOA must identify and report these expenditures as a subset of their administrative and instructional expenditures. The statute limits expenditures for activities authorized under section 225 of WIOA to 20 percent of the basic State grant. The State agency is not able to determine if the total expenditures for corrections education are in compliance with the 20 percent statutory cap.

Section 243 is a separate allocation. Instructional and administrative expenditures must be tracked and reported separately. The review team could not find evidence at the State or local level that these expenditures were being tracked and reported. The local providers did not submit separate expenditure reports for section 225, or section 243 funding streams.

As required by 34 CFR §§76.702 and 76.731, a State and a subgrantee are required to use fiscal control and fund accounting procedures that insure proper disbursement of and accounting for Federal funds; and, to keep records to show compliance with program requirements. And as required by 34 CFR §76.770, a State must have procedures to ensure compliance with applicable statutes and regulations.

Recommendations

Recommendation 1: OSSE is encouraged to improve the use of Unemployment Insurance (UI) data to report on employment indicators.

OSSE recently entered into a Memorandum of Understanding (MOU) with the WIC and District of Columbia Department of Employee Services, to match adult education participant data with UI data for performance reporting. However, many of its adult education providers do not collect social security numbers from participants, resulting in an overall low percentage of data matches. OSSE should continue to encourage local providers to obtain social security numbers to help improve the number of participant records that are matched with UI data. Data matching through the UI system would increase reliability of data, and reduce local burden of conducting follow-up surveys.

Recommendation 2: OSSE is encouraged to develop a systemic approach for conducting the annual risk assessment.

OSSE revised its monitoring guidance of AEFLA subgrantees in January 2018; the guidance describes how OSSE adult education staff will monitor subgrantees monthly. The monitoring guidance also describes the process of how subgrantees will complete an annual end-of-year self-

assessment in the EGMS. The monthly monitoring process is a noteworthy practice; but, there are several indicators that OSSE does not monitor, and an annual risk assessment would provide OSSE staffs with additional information about their subgrantees. An annual assessment may consider: prior experience with an AEFLA award; results of previous OSSE department wide audits; whether there were key personnel changes of the subgrantee; or, monitoring results from other federal awards. An annual risk assessment could also provide OSSE with additional information if a subgrantee is subjected to special conditions for new and continuation awards, or provide guidance for targeted technical assistance.

Recommendation 3: OSSE is encouraged to expand its EGMS to identify, collect, and report local expenditures spent on Career Services.

The new Statewide Performance Report (SPR) requires States to annually report on the amount of AEFLA expenditures spent on career services for all AEFLA participants. The EGMS should have the capacity to collect this data from the local providers and generate a report for OSSE, since reporting on these data is a requirement of the annual performance report. Additionally, OSSE should train local providers how to identify and report career service costs.

Submission of a Corrective Action Plan (CAP)

OSSE must email a CAP based on this report to Karla.VerBryckBlock@ed.gov and Stephanie.Washington@ed.gov, within 45 calendar days of receipt of this report, as dated on our electronic mailing to the state agency. The CAP must address how OSSE plans to address the required actions. Responses to each required action must contain: strategies, evidence of action completed, date of completion, assigned staff, and status of the action. Although States are not required to do so, we strongly encourage your State to include actions for the recommendations of this report in the CAP.

Thank you for a very informative review and technical assistance visit. We look forward to continuing our work with you, as we prepare every adult for a successful future.

U.S. Department of Education Review Team

Cheryl L. Keenan
Director
Division of Adult Education and Literacy

Stephanie M. Washington
Area II Coordinator
Division of Adult Education and Literacy

Chuenee Boston
Area I Coordinator
Division of Adult Education and Literacy

Rebecca Moak, Ph.D.
Area V Coordinator
Division of Adult Education and Literacy

Zina Watkins
Area III Coordinator
Division of Adult Education and Literacy

DISTRICT OF COLUMBIA STATE PROGRAM AND TECHNICAL ASSISTANCE MONITORING

REVISED CORRECTIVE ACTION PLAN

STATE: District of Columbia DATE OF VISIT: April 2 – 6, 2018 RECEIVED REPORT: January 27, 2019

Project Lead: J. Michelle Johnson

Description of Required Action Number and Tasks	Strategy to Meet Required Action	Evidence of Action Completed	Projected Date for Completion	Assigned Staff, if Appropriate	Status of Action Completed/Pending
Required Action 1(a): OSSE must submit to OCTAE all key administrative procedures and documents, including the RFA related to the competitive application and awards process for approval prior to the next AEFLA competition in PY 2020.	OSSE will submit to OCTAE for review and approval the Draft PY 2020 AEFLA and WIC Career Pathways, if applicable, RFA with template and rubric for evidence of demonstrated effectiveness, administrative procedures, awards process and other related documents, if applicable. Revised documents will require OSSE to determine if applicants are organizations of demonstrated effectiveness and, therefore, eligible providers prior to review by a panel and selection of applications for the award.	Draft PY 2020 RFA, scoring rubric, administrative procedures, awards process and other related documents, if applicable	April 30, 2019	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown	Pending

Required Action 1(b): OSSE must issue corrections to the use of federal funds in its Integrated English Literacy Acquisition, Civics Education and Training model, and provide oversight to ensure that AEFLA funds are not used for unallowable costs.	OSSE will submit to OCTAE for review and approval a notification to sub-grantees clarifying: 1) activities that are not allowable with AEFLA federal grant funds for the Integrated English Literacy Acquisition, Civics Education and Training (IELCE&T) Program Model and 2) activities that are allowable for IELCE&T with WIC Career Pathways local grant funds. Notification will highlight that OSSE will provide oversight that AEFLA funds are not used for unallowable costs by monitoring sub-grantees' budgets and expenditures. Upon approval from OCTAE, notification will be issued to sub-grantees.	Draft Notification	January 31, 2019	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown	Pending

Required Action 2: OSSE must issue grant award notifications to subgrantees that receive funds under sections 231, 225, and 243 beginning in PY 2018.	For PY18, OSSE will issue a supplemental Grant Award Notifications (GAN), in addition to the current EGMS generated GAN, to all the sub-grantees who will receive funds under AEFLA sections 231, 225 and 243. It will outline the individual award amount for each section and all of the requirements of a grant award notification for pass-through entities, as described in 2 CFR §200.331(a), including all the applicable laws and regulations.	Supplemental Grant Award Notification	January 31, 2019	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown Michael Bender (Office of the General Counsel) Nancy Mahon (Office of Grants Management and Compliance) Paris Saunders/Jacques Harley (Office of the Chief Financial Officer) Celeste Lightbourne (Office of the Chief Information Officer)	Pending
	OSSE will build a new PY 2019-20 AEFLA Continuation Grant application, budget and cost reimbursement template in its Enterprise Grants Management System (EGMS) to include the activities for AEFLA sections 231, 225 and 243. As a result of the modifications to the application and budget, the PY 2019-20 Grant Award Notification will include AEFLA sections 231, 225 and 243 individual allocations, and the requirements of a grant award notification for pass through entities, as described in 2 CFR §200.331(a), including all the applicable laws and regulations.	PY 2019-20 AEFLA Continuation Grant Award Notification Template	August 30, 2019		Pending

Required Action 3(a): OSSE must establish sufficient controls and procedures to accurately track and report AEFLA grant funds that are expended for administrative costs.	OSSE will submit to OCTAE its internal control procedures for: 1) tracking and reporting AEFLA grant funds that are expended for administrative costs, and 2) assessing/monitoring local program compliance with the provisions of section 233(a)(2) of WIOA, and 34 CFR §§76.702,76.731, and 76.770.	Internal control procedures	March 30, 2019	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown	Pending
Required Action 3(b): The State must train its local providers on the tracking and reporting of administrative costs.	OSSE will provide training to its sub-grantees on allowable administrative costs, limitations and applicable statutes and regulations 233(a)(2) of WIOA, and 34 CFR §§76.702, 76.731, and 76.770.	Attendance and materials used for training	January 31, 2019	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown	Pending
Required Action 4(a): OSSE must establish sufficient controls and procedures to accurately track and report AEFLA grant funds expended for activities carried out under the provisions of sections 231, 225 and 243 of WIOA.	OSSE will build a new PY 2019-20 Consolidated AEFLA Continuation Grant application, budget and cost reimbursement template in its Enterprise Grants Management System (EGMS) to include activities, expenditures and requests for cost reimbursements for AEFLA sections 231, 225 and 243 of WIOA. This will enable OSSE to track and report AEFLA grant funds expended for activities carried out under the provisions of sections 231, 225 and 243 in WIOA in EGMS and CFO Solve/SOAR (the District's online financial management and payment systems).	PY 2019-20 AEFLA Continuation application, budget and cost reimbursement mock-up/templates in EGMS	August 30, 2019	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown Michael Bender (Office of the General Counsel) Nancy Mahon (Office of Grants Management and Compliance) Paris Saunders/Jacques Harley (Office of the Chief Financial Officer) Celeste Lightbourne (Office of the Chief Information Officer)	Pending

Required Action 4(a); continued	4(a)1: Develop a mock-up of PY 2019-20 Consolidated AEFLA Continuation Grant Application, Budget and Cost Reimbursement templates, and Grant Award Notification (GAN).	Mock-up of PY 2019-20 AEFLA Consolidated Continuation Grant Application, Budget and Cost Reimbursement templates and the Grant Award Notification (GAN).	April 30, 2019	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown Michael Bender (Office of the General Counsel) Nancy Mahon (Office of Grants Management and Compliance) Paris Saunders/Jacques Harley (Office of the Chief Financial Officer) Celeste Lightbourne (Office of the Chief Information Officer)	
	4(a)2: Finalize requirements and specifications for the grant application, budget and cost reimbursement templates.	Requirements Gathering Meeting Minutes	May 15, 2019		
	4(a)3: Complete development of the PY 2019-20 Consolidated AEFLA Continuation Grant Application, Budget and Cost Reimbursement templates, and Grant Award Notification (GAN) in EGMS.	PY 2019-20 Consolidated AEFLA Continuation Grant Application, Budget and Cost Reimbursement, and Grant Award Notification (GAN) in EGMS	August 15, 2019		
	4(a)4: Complete User Acceptance Testing (UAT) for the PY 2019-20 Consolidated AEFLA Continuation Grant Application, Budget and Cost Reimbursement in EGMS.	User Acceptance Sign-Off	August 30, 2019		
	OSSE will submit to OCTAE its internal control procedures that align with modifications made in EGMS for accurately tracking and reporting AEFLA grant funds expended for activities carried out under the provisions of sections 231, 225 and 243 of WIOA.	Internal control procedures	September 30, 2019	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown	Pending

Required Action 4(b): The State must train its local providers on the tracking and reporting of expenditures for local activities carried out under the provisions of sections 231, 225 and 243 of WIOA.	OSSE will provide training to its sub-grantees on local activities carried out under the provisions of sections 231, 225 and 243 of WIOA.	Attendance and materials used for training	September 30, 2019	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown	Pending

UNITED STATES DEPARTMENT OF EDUCATION
OFFICE OF CAREER, TECHNICAL, AND ADULT EDUCATION
DIVISION OF ADULT EDUCATION AND LITERACY

JAN 29 2019

The Honorable Hanseul Kang
State Superintendent of Education
Office of the State Superintendent of Education
1050 First Street, NE
Washington, DC 20002

Dear Ms. Kang:

The purpose of this letter is to confirm receipt and acceptance of the Corrective Action Plan (CAP) submitted by the Adult Education and Family Unit (AEFU) to the U.S. Department of Education's Division of Adult Education and Literacy (DAEL) on January 25, 2019. The plan addresses all required actions and recommendations from DAEL's State Program Review and Technical Assistance Report submitted to AEFU on July 11, 2018. DAEL will monitor the CAP, and upon completion, forward a final letter to indicate that all actions have been completed and the plan is closed.

We appreciate the work and diligence that AEFU has demonstrated in developing a well thought-out and comprehensive plan of action. We look forward to working with AEFU as it implements the plan, achieves milestones, and improves adult education for the District of Columbia's students.

Please feel free to contact Stephanie Washington by phone (202) 245-6952 or email Stephanie.Washington@ed.gov should you have any question.

Sincerely,

Karla Ver Bryck Block

Karla Ver Bryck Block
Team Leader, Monitoring and Administration Team
Office of Career, Technical, and Adult Education
U.S. Department of Education

cc: Kilin Boardman-Schroyer
J. Michelle Johnson

AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT	1. Contract Number DCEB-2017-C-0004	Page of Pages 1 | 2

2. Amendment/Modification Number	3. Effective Date	4. Requisition/Purchase Request No.	5. Solicitation Caption
M02	1/1/19		One-Stop Operator

6. Issued by: Code ☐	7. Administered by (If other than line 6)
Office of Contracting and Procurement 441 4th Street NW 700S Washington, DC 20001	Workforce Investment Council (WIC/Office of the Deputy Mayor for Greater Economic Opportunities (DMGEO) 2235 Shannon Place, SE Washington, DC 20020

8. Name and Address of Contractor (No. street, city, county, state and zip code)		
Grant Associates 1250 Broadway – Suite 820 New York, NY 10001 POC: Doug Cotter (917) 817-6167 Email: dcotter@grantassociatesinc.com Code ☐ Facility ☐	☐	9A. Amendment of Solicitation
	☐	9B. Dated (See Item 11)
	X	10A. Modification of Contract Order No. DCEB-2017-C-0004
	☐	10B. Dated (See Item 13) September 18, 2017

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) BY separate letter or fax which includes a reference to the solicitation and amendment number. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such may be made by letter or fax, provided each letter or telegram makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. Accounting and Appropriation Data (If Required)

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14

	A. This change order is issued pursuant to (Specify Authority): The changes set forth in Item 14 are made in the contract/order no. in item 10A.
	B. The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data etc.) set forth in item 14, pursuant to the authority of 27 DCMR, Chapter 36, Section 3601.2.
	C. This supplemental agreement is entered into pursuant to authority of:
X	D. Other (Specify type of modification and authority) 27 DCMR Section 3601.2 (c) Contract Modifications

E. IMPORTANT: Contractor ☒ is not ☐ is required to sign this document and return__copy to the issuing office.

14. Description of Amendment/Modification (Organized by UCF Section headings, including solicitation/contract subject matter where feasible.)

This modification for Contract No. DCEB-2017-C-0004 is hereby modified as described below:

1. In accordance with Contract No. DCEB-2017-C-0004, Section F.2- Option to Extend the Term of the Contract, the Government of the District of Columbia hereby exercises the remaining period of performance for Option Year One (1). The period of performance for the remaining of Option Year One (1) is January 1, 2019 through September 17, 2019.
2. The amount for the exercise of the remaining of Option Year 1 is $450,881.04.
3. All other terms and conditions of this contract remain unchanged.

Except as provided herein, all terms and conditions of the document referenced in item (9A or 10A) remain unchanged and in full force and effect.

15A. Name and Title of Signer (Type or print)	16A. Name of Contracting Officer
Rick J Filippelli, SVP + CFO	Tia Mercer

15B. Grant Associates	15C. Date Signed	16B. District of Columbia	16C. Date Signed
(Signature of Person Authorized to Sign)	12/19/18	(Signature of Contracting Officer)	12/17/18

CONTINUATION SHEET AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT	1. Contract Number DCEB-2017-C-0004	Page of Pages 2 | 2

Contract Recap

Contract Executed	September 18, 2017 through September 17, 2018	$591,307.30
Modification No. 1	Exercise Option Year 1 (Partial Exercise) September 18, 2018 through December 31, 2018	$150,293.68
Modification No. 2	Exercise Option Year 1 (Remaining Exercise) January 1, 2019 through September 17, 2019	$450,881.04
Total Contract Value		**$1,192,482.02**

grant Associates

Partner Kickoff Meeting

December 7, 2017
2:30pm to 4pm
WIC Conference Room
2235 Shannon Place, SE
Washington, DC 20020

Agenda

grant Associates

- Welcome and Introductions
- Vision and purpose
- Workforce Investment Council updates
- American Job Center collaboration opportunities
- Partner collaboration opportunities
- Discussion on referral best practices
- Next steps

Vision and Purpose

grant Associates

- Leverage cross agency program resources
- Monthly partner meetings (front line staff)
- Quarterly partner meeting (senior level staff)
- Information sharing and collaboration
- Cross agency program staff training
- Resource guide

WIC Updates

grant Associates

- Upcoming projects and timelines
- Memorandum of Understanding

AJC Updates

grant Associates

- Upcoming job fairs and timelines
- Upcoming training opportunities

Partner Collaboration Opportunities

grant Associates

- Upcoming trainings and timelines
- Projects of note for collaboration

Referral Best Practices

grant Associates

- What is the current process?
- How can we better share information?
  - What are effective ways of sharing information?
- How can we better track referrals and outcomes?

Next Steps

grant Associates

- Finalize schedule for monthly and quarterly partner meetings
- Follow up with agency programs for resource guide
- Standardize outbound and inbound referral process

grant Associates

Partner Kick Off Meeting Summary

Date: 12/7/2017 **Time:** 2:30pm-4pm **Location:** DC WIC 2235 Shannon Place SE

Attendees

Name	Agency	Program
Andrew Reese	DDS	WIOA Title IV
Aubrey Batten	Grant Associates	OSO
Brian Harris	DCHA	Workforce Development
Chris Bernhardt	Grant Associates	OSO
Diane Pabich	WIC	WIC
John Kirika	DDS-RSA	RSA
Joy Marshall	DOES	WIOA
Kilin Boardman-Schloyer	OSSE	WIOA Title II
Kimberly Proctor	Grant Associates	OSO
Lauren Scott	WIC	WIOA
Melanie Winfield	DOES	WIOA
Ms. Jordan	Youth Build PCS	Youth Build
Tony Tseng	Grant Associates	OSO
Unique Morris	DOES	
Zachary Druga	Potomac Job Corps Center	WIOA

Tony Tseng, OSO

- Welcome and introduction
- Mission and the vision: leverage all District services to better assist businesses and job seekers gain access to services toward the "path to middle class." Use all District services to "more with more" instead of just working in individual silos.
- Resource guide to leverage District services
- Monthly and quarterly partner meetings
- Program cross training and refreshers
- Standardized partner referral form
- Expanding partner network to include community based organizations, faith based organizations, schools and training providers

Diane Pabich, WIC

- Updates on WIC projects
- Memorandum of Understanding in final stages

Melanie Winfield, DOES

- Workforce Wednesday
- Carpentry and Sheet Metal Apprenticeship opportunities in December
- Grand Hyatt job fair
- On the Job Training event TBD

Kilin Boardman-Schloyer, OSSE

- Updates on 10 sub grantees for training
- Data Vault capabilities and purpose to track referrals. Currently in final stages of development between OSSE and DOES

Andrew Reese, DDS

- Placing clients into DC HR opportunities

Open Discussion on Referral Best Practices

- Currently no process
- Training for frontline staff—cross training for other services
- Some programs use paper or manual referral—prefer electronic
- Data Vault for tracking and closing the loop on referrals (currently with OSSE and DOES)
- Co-enrollment into programs and access to services
- Virtual calendar for staff to access (OSO)

Next Steps

- Follow up on next partner meeting at AJC
- Creation of online calendar of shared events
- Creation of standardized referral form for all programs

Partner Meeting
AJC HQ Annex Room
4058 Minnesota Avenue
Washington, DC 20019
Tuesday, February 13, 2018
1:00pm-2:00pm

Agenda

- Welcome and introductions
- One-Stop Operator updates
- American Job Center updates
    - American Job Center – Headquarters
    - American Job Center – Northeast
    - American Job Center – Northwest
    - American Job Center – Southeast
- Partner updates
- Next steps / networking

Meeting Notes

Partner Meeting Agenda

AJC HQ Annex Room

March 13, 2018

1pm-2pm

- Introductions

- Workforce Investment Council Executive Director Todd Lang

- American Job Center-Headquarters

- American Job Center-Northeast

- American Job Center-Northwest

- American Job Center-Southeast

- DC Workforce Calendar User Guide (Updates)
  - Implementation
  - Utilizing
  - User Friendly
  - Improvements

- American Job Center Partner Network Referral Form (Updates)
  - Implementation
  - Utilizing
  - Improvements

- Additional Items of Discussion

americanjobcenter
DISTRICT OF COLUMBIA

PARTNER MEETING MINUTES
APRIL 10, 2018
1pm-2pm

- Introductions
- Ice Breaker
- CAR Presentation
  - Provide email contact to Lauren Scott to be added to Workforce Implementation Guidance Letter distribution list
  - Lauren Scott's email is lauren.scott@dc.gov
  - One Stop Operator Roles
    - Coordination
    - Assessment
    - Recommendations
  - Goal is to improve and strengthen workforce system
    - Data sharing
    - Customer service improvements

- Presentation
  - Cross-Training Template
    - Used for information and contact sharing and to increase/improve referrals
    - Partners should complete template and send to one-stop for distribution
- Additional Items of Discussion
  - Desk guide will also be sent to partners for quick reference information
  - Shared calendar will be resent to partners
    - Partners should be able to edit to add/update events and information
  - WIC and One-Stop Operator are currently working to develop a universal referral process to include tracking of referrals and data
    - Currently formal and informal systems are in place between certain agencies
    - Concerns include consent to share information, transferring info between partners and agencies, lack of record keeping or data
  - UDC will share information on workforce development classes/semesters; information will also be included in shared calendar
    - Other requested information: available course offerings, registration and semester start dates

Partners in Attendance:

- OSSE
- DOES
- DCHA
- WIC
- Job Corps
- UDC
- RSA

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PARTNER MEETING AGENDA

May 08, 2018

1pm-2pm

- **Introductions**
- **Ice Breaker**
  - **Desert Island Picks**
- **Presentation**
  - **Myra Deloatch,** Potomac Job Corps- Business Community Liaison
    - Eligible participants—ages 16-24 and those with disabilities
    - Services include: personal career development plan, professional/business attire workshops, academic support, apprenticeship, OTJ training
  - **Michael Street,** Aligned Development Strategies Inc. Representative
    - AJC/DC Resident Job Seeker challenges
    - Value Add of Training
    - Resource Guide Process
    - Project Progress/Timeline
    - Sample Work
    - Q&A
- **Cross Training Template**
  - Original due date was 04/20/2018

- Tionne will send reminders to partners that have not completed the template

- **DC Workforce Calendar**
  - Implementation
  - Utilization
  - Questions or Concerns
  - Upcoming Events
- **Additional Items of Discussion**
  - Next Partner Meeting: June 12, 2018

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Partner Meeting Agenda
Tuesday June 12, 2018

- Introductions
  - Announcements from Partners — 10 minutes
    - No announcements

- Presentation and Discussion — 30 minutes
  - Justin Cartagena- DC Housing (see attached presentation)
    - Customer Eligibility
    - Services Provided
    - Contact Information
    - Q&A

- Information Sharing Tools — 10 minutes
  - Partner Meeting Items
    - Venues
    - Survey
    - Themed Meetings
      - Potential themes include: intake process, referrals, etc.
      - Other ideas include inviting workforce development professionals from other areas to present/speak
      - Ideas or contributions can be shared with Adriana via email

- Last Words — 10 minutes
  - Around the room

Partners in Attendance:

Justin Cartagena, DCHA	Lauren Scott, WIC	Noelle Bonham, DOES
Myra Deloatch, Potomac Job Corps	Kilin Boardman-Schroyer, OSSE	Anthony Okona, RSA
Sylvia Bailey-Charles, DDS	Frances Stokes, DOES	William McIntyre, DOES
Ebony Todd, OSSE	Yumika Beasley, OSO	Adriana Crawford, OSO
Sharice Davis, OSO		

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Partner Meeting
July 10, 2018
1-2PM

Introduction

AJC Monthly Review/ Center Manager Updates

- Intention of AJC monthly review is to share AJC data and discuss recommendations/ideas on how to improve numbers
- NE Update
  - Rolandra Marshall will be leaving center on Friday
  - Plans to move the center have been put on hold
  - Partnered with UDC to set up referral system for their workforce development customers
  - Traffic has increased with reemployment training services programs
  - YMCA provides CASAS test at center on a weekly basis (increased from monthly testing)
    - CASAS is administered to anyone that does not have diploma
- NW Update
  - CASAS testing takes place on the 1st and 3rd Wednesday and 2nd and 4th Tuesday
  - Partnered with several Mayor's office programs and public school mentorship program
- HQ Update
  - CASAS testing every Tuesday at 9:30am in Youth Lab
    - Looking to offer testing in career center which will change date/time
  - Facilitated onboarding of DHS to be co-located at all AJCs except for SE
    - Providing on-site enrollment for benefits, childcare vouchers, and other services
    - Required WIOA co-enrollment partner
    - Goal is to extend stay for 3-5 days a week
    - Located at HQ two days per week and one day per week at other AJCs
      - Schedule will be modified based on DCIA capacity for SE
- SE Update
  - Recently moved and now co-located at DCIA with other partners
  - Monthly clothing distribution: next event takes place July 18-19
    - primary audience is disabled veterans but all men are welcome
  - CASAS testing takes place on Wednesdays

WIOA Partner Referrals

- Please reference WIOA Partner Referrals presentation for more information

- MOUs outline the need for a strong referral process to strengthen partner network and customer service experience
- Types of referrals were based on literature and best practices review
- What information is necessary for a quality referral for your program?
    - SCSEP has an existing referral process that ranges from active to warm
        - Objective assessment is performed and results along with state ID and contact info are sent to SCSEP coordinator who verifies, evaluates, and identifies barriers and then schedules a formal intake for customers
        - Applies to AJC referrals that are made to SCSEP
        - SCSEP coordinator also completes a financial determination
    - HQ—majority of career center referrals must go through assessment (demographic info, active DC Networks account)
        - Core activities that must occur in order for residents to receive services from DOES; administered by workforce development staff
        - Objective assessment is required for SCSEP and WIOA (comprehensive services)
        - Data vault is used for basic services; quick intake form captures demographic information and this is provided to OSSE provider
        - DOES works with both data vault and DC Networks which collect mostly different types of information
    - SE partners with OIC (Opportunities Industrialization Center)
        - They start process by registering participants and filling in paperwork; files are sent to SE every Friday and reviewed by manager to ensure documentation meets required criteria
        - Expedites customer process and allows for connection to be made to customer
        - Appointment is set up and referral allows for streamlined process; for individuals interested in training or WIOA programs
    - OSSE uses data vault in addition to DOES/AJCs
    - Housing workforce referrals are usually walk-ins
        - For outside referrals the customer is requested to contact before coming in
        - No paperwork is used, mostly conversational
        - Outgoing referrals are made by case manager who provides a heads up that someone is coming in or setting up an appointment
    - DHS is still working to develop a formal process with AJCs
        - Currently there is an existing referral process that staff have been trained in
        - RSA has their own referral form that they created
        - Once all partners are transitioned to data vault, they plan to rollout a universal form for all WIOA required partners (Noelle is currently working on this)
            - In review stage
            - Allows partners to capture required information and streamline referral process

Partner Meeting
August 14, 2018
1-2PM

Introduction

AJC Monthly Review/ Center Manager Updates

- Pablo—new AJC program manager; here to support and contribute to our partner network efforts
- Victor—current AJC operations focus: DOL conducted an AJC audit that they have been preparing for; Mayor Bowser has "1,000 Opportunities" initiative to connect 1,000 residents to employment or training opportunities so they have been working on recruitment for that
- Jonathon Toye provides relevant information on labor market information and data; there is a data request form that can be submitted to provide program and labor market data to assist with decision making; requests may have to be approved by management and can be submitted at: https://app.smartsheet.com/b/form/631658c092ef4395ab27b76716df8068

Referrals: Part 2 "What is a quality referral?"

- Last meeting we had a discussion about what referrals look like for each program

Universal Referral Form Discussion- Atrelle Ruiz, atrelle.ruiz@dc.gov

- Data referral form is planned to be used to supplement partners in DC Networks or Data Vault
- Draft referral form still needs to be approved but we are requesting feedback from partners
- Atrelle provided a working draft of data referral form
    - Purpose is to track referrals to and from organizations even though all partners are not in data vault
        - OSSE, DOES, DDS, and RSA are in data vault
        - Other partners will use referral form
    - Captures:
        - Section 1: Customer Demographic Information
            - State ID from DC networks (VOS ID System); encourages people to register for system
            - Should also capture date of birth or age for programs that cater to certain demographic
            - This information is captured in the registration for Virtual One Stop (VOS)
        - Section 2: Referred From
            - AJC SE is now DCIA location
            - In reference to OSSE, is AFE separate from re-engagement center? (OSSE counsel will advise)

        - RSA DDS should be reversed to read as DDS/RSA
        - Should all AJC partners should be listed out in section?
            - Email Atrelle to provide feedback
    - Section 3: Referred to
        - Identical to referred from section
        - We can add additional partners if necessary
        - Goal should identify what services the customer is looking for
            - Goal and services requested should be broken out into separate section
        - Is there value in separating TANF/SNAP/Medicaid for DHS services?
            - Can be broken out in DC networks reporting
    - Section 4: Referring Specialist Contact Info
        - Program manager is listed so to have a second point of contact
    - Instructions should be moved to the front to minimize user error when completing form
- Email Atrelle if there are additional questions/comments

Cross-training Template presentation

Michelle Johnson, OSSE Adult and Family Education (AFE) michelle.johnson5@dc.gov

- Refer to cross-training presentation for OSSE AFE information
- Data vault (DV) asks for VOS username in effort to link customers and encourage them to register for VOS
- Difference between DV and VOS: Data vault is designed to be a transactional data system that automates the process of referring customers across DC government agencies; eliminates the need for paper referrals and allows agencies to track customer progress and information; does not take place of individual agency information systems
- Currently being used by OSSE and AJCs
- Data Vault demonstration
    - Tutorial video features all WIOA core partners
    - assessments
        - OSSE has funding to be utilized for psychological evaluations and educational assessments
        - Conducted by DDS/RSA vendors; assists customers with registering for DDS services
        - Also has DHS paperwork and forms available to be completed
    - DV makeup training will be held on September 19—contact Michelle to be invited
    - After customers complete AFE training their next steps are dependent on their goals
        - Funding is provided for associate's and bachelor's degrees
        - UDC has a graduate certificate program with AFE in adult education
    - Presentations and guides can be housed in the vault as well as video vignettes for each agency/service provider

Partner meeting survey

- Partners would like for meeting to be one hour and a half to two hours
- Partners prefer an earlier start time (10,11AM)

- Partners would like to have monthly partner meetings at different locations (partner locations)
- Bi weekly email should include any parking details if being held at different location

Next Steps/ Action Items

- What is the next step with the referral form?
    - Needs to be approved by higher ups
    - Process will continue into getting access to our partners
    - Once the form is approved we can send it off to partners for use

Announcements

Partner updates

americanjobcenter
DISTRICT OF COLUMBIA

Partner Meeting
September 11, 2018
10-11:30AM

Introduction

Center Manager Updates

AJC Monthly Review

Referral Process
Updates

Cross-training presentation
DDS

DDS Cross Training

Announcements
Partner updates

americanjobcenter®
DISTRICT OF COLUMBIA

Partner Meeting
October 09, 2018
10-11:30AM

Introduction

Center Manager Updates

- Pablo—AJC ops is working on setting performance goals and finishing up fiscal year; no major updates, operations have been business as usual
- Angela—WOW team is now under AJC operations; mobile employment services can be requested through DOES website here
- OSO—MOU recommendations were sent to WIC; Grant Associates will be transitioning out of their role as the one-stop operator

AJC Monthly Review

Referral Process

- No referral form updates but Data Vault use is increasing

Cross-training presentation—DHS

- Review of TANF policy and program changes effective April 2018
    - Whole Family (2-Gen Approach) focused on child and parent
        - No time limit
        - Increased benefits
        - Reduced sanctions
    - Nationally, TANF is becoming more restrictive
- New model is focused on better tracking and better case management
- DHS will follow up with OSSE and DOES to ensure customers are more efficiently served and resources/efforts are not being duplicated
- Changes have come from customer engagement and working groups
    - Education and Occupational Training is a direct response of that
    - Three EOT providers
- AJCs should serve as a portal to inform customers of all District agency services
- DHS co-location is looking to capture which customers are being served

- Interest was expressed in completing different types of customer experience surveys at the AJCs

Announcements
Partner updates

Attendees:
Sharice Davis (Grant Associates)
Adriana Crawford (Grant Associates)
Tionne Scott (Grant Associates)
Marissa Shufurd (Grant Associates)
Michelle Johnson (OSSE)
Kilin Boardman-Schroyer (OSSE)
Daijuan Wade (DHS)
David Ross (DHS)
Ashley M. Harris (DHS)
Barrington Tolliver (Potomac Job Corps)
Angela Thornton (DOES)
Pablo Venturino (DOES)
Claire Libert (YouthBuild PCS)

americanjobcenter®
DISTRICT OF COLUMBIA

Partner Meeting
November 13, 2018
10-11:30AM

Introduction

Claire Libert- YouthBuild DC Public Charter School Presentation

- 250+ YouthBuild programs (including charter schools) across United States
- Student Demographic
  - Serving students ages 16-24
  - Students can obtain GED in English and Spanish
- Program Model
  - Academic Preparation
  - Community Service
  - Vocational Learning
- Referral Process
  - Potential students hear about program through word of mouth
- Barrier Remediation
  - Tutoring Services
  - Career Coaching
  - Child Care Referrals
- Interest was expressed in
  - Improving staff training regarding the referral process
  - Access to Data Vault and DC Networks
  - Connect Case Managers with AJC Career Connections program to provide students with additional opportunities

Center Manager Updates

- Andrea Bizzel
  - Workforce On Wheels does have the capacity to travel to core partners locations to provide services
  - Facilitate orientations

- Register customers on-site
- Co-location at the AJCs has been a great success

- OSO
  - Grant Associates will be transitioning out of their role as the one-stop operator

Referral Process

- Michelle Johnson
  - DDS, RSA, DHS are currently utilizing Data Vault, UDC will come on board soon
  - Data Vault Team has made great progress, would like to reach a point where customers will be able to access Data Vault themselves
  - Currently working on a VOS/Data Vault Interface process
  - New Orientation Power Point to be shared
  - Partners will identify responsible staff that will manage Data Vault

- Back To Work 50+ at DOES
  - Donti McField expressed interest in collaborating with Partners to provide additional services
  - Identify efficient referral practices

Announcements
Partner updates

Attendees:
Adriana Crawford (Grant Associates)
Tionne Scott (Grant Associates)
Yumika Beasley (Grant Associates)
Lauren Scott (WIC)
Michelle Johnson (OSSE)
Donti McField (DOES SCSEP)
Andrea Hall (RSA)
Andrea Bizzell (AJC NW)
Bridgette Royster (WIC)
Barrington Tolliver (Potomac Job Corps Center)
Claire Libert (YouthBuild PCS)

DC ONE-STOP OPERATOR

Nine-Month Progress Report
9/15/17 – 6/15/18

DB Grant Associates, Inc.
1250 Broadway, Suite 810
New York, NY 10010

grant Associates

Objective

The purpose of this report is to provide an update on the progress made by the DC One-Stop Operator at the nine-month point of the contract with the DC Workforce Investment Council (WIC). This includes a status update on contract deliverables, goals and recommendations, as well as the status of all outstanding projects with our subcontractors. The report also details challenges and obstacles that have hindered progress and the proposed next steps towards completing or executing deliverables and recommendations.

Contract Deliverables & Goals

Coordinating and Assessing Service Delivery

The One-Stop Operator has implemented several tools to improve the coordination of service delivery at the American Job Center locations. These include site visits to job center locations, meeting with center managers, monthly meetings with system partners, and cross-training for system partners.

Throughout the month of April 2018, we conducted site visits at each American Job Center location. The primary purpose of these visits was to meet with center managers to discuss the performance of the American Job Center location, any concerns on their part, and recommendations for improving operations and performance at the Center. During these visits we were also able to gauge the customer experience and flow of traffic in and throughout the Center. Afterwards, our observations and recommendations were documented to be shared with the WIC. These recommendations include a standardized intake and referral process to be used at every Center, staff training on relevant topics including customer service and resume writing among others and encouraging completion of the customer service survey in order to gather feedback.

Currently, customer service surveys are administered at each American Job Center location and collected by the Office of Administrative Services. The One-Stop Operator plans to use the responses collected from the customer service surveys to glean feedback on system performance to report on successes at the One-Stop and to make recommendations for front-line staff training and overall system improvement. We have yet to receive any data or correct points of contact for collecting this information. Requests for customer service survey feedback have been made to DOES leadership for system-wide data and to individual American Job Center managers; however these requests have not yet been approved.

Performance Reporting

The contract details specific performance reporting requirements to be delivered on a monthly, bi-monthly and quarterly basis. This reporting should include data on the number of referrals, number of enrollments, the length of time from referral to enrollment for individual American Job Center locations, and system-wide performance. The required reporting has yet to be submitted as the data requests remain unfulfilled despite repeated attempts to retrieve the necessary information. The One-Stop Operator began submitting requests for data in 2017 and most recently submitted a data request in May 2018 through the LMI Request link that was provided to us by DOES leadership. The request is still outstanding and the One-Stop Operator is awaiting a response from the DOES Executive team for an update.

In May 2018, we received a response from the LMI office that received the request, stating that the office does not track AJC traffic. The office also indicated that they would respond to the other data points requested. One-Stop Operator has continued to request further information on appropriate points of contact to get information on AJC traffic.

One-Stop Operator's new Director met with DOES leadership in June and requested an update on the request, reiterating the importance of the information and how it will be used to directly assist DOES and the One-Stop system as a whole. DOES leadership stated that they are reviewing before approval. In an effort to get as much data as available, One-Stop Operator also requested survey information from the June 2018- placed "Happy or Not" kiosk in the AJC HQ. DOES leadership stated they would follow up with the request. WIC was present at June meeting and is aware of the most recent request for an update from DOES on LMI request and "Happy or Not" survey information.

The delay in providing reporting can be attributed to a lack of information and inaccurate points of contact being provided to the One-Stop Operator. Initial requests for data were made since project inception; however we have yet to receive any reporting from DC Networks, DOES' internal reporting system. Prior to the June meeting, we held a meeting with DOES leadership in May which resulted in a tentative approval for our data requests.

The receipt of this information will ensure that the One-Stop Operator can complete monthly, bi-monthly, and quarterly reporting in a timely manner. Once data is received from the LMI system request, the One-Stop Operator will summarize and compile information and provide requested performance reporting.

One-Stop Operator is eager to review all relevant data, quantitative and qualitative, to ensure that contract deliverables are met and the vision for an integrated One-Stop system is realized.

Streamlining and Integrating Partner Services

Each month, the One-Stop Operator hosts a partner meeting for the WIC and our system partners. These meetings began in October 2017 and are used to allow our partners to share updates and relevant information, discuss issues and recommendations, and solicit feedback on the partner system. The partner meetings have succeeded in strengthening relationships and developing a more cohesive network among one-stop system partners. We are currently updating the format and structure of the meeting and attendee list based on past meetings to ensure the most effective use of this time. This includes allowing partners to present on their programs, offering trainings or refreshers on best practices, and hosting discussions on issues in the workforce system or methods to further integrate partner services into the job center locations. We have also developed a cross-training template that was sent out to partners to increase awareness of partner services and resources.

Subcontractor Projects

Seaberry Design

Seaberry has started working on a marketing campaign to satisfy the goal of maximizing outreach and increasing customer traffic to American Job Center locations. This campaign consists of a social media campaign, customer posters, bus and other signage, and customer testimonials. The initial

implementation timeframe was February - May 2018, however due to delays in responses from the WIC and DOES Senior Leadership; Seaberry has to create a new time line. Seaberry has also provided the WIC and DOES leadership the new mock ups for the Campaign on May 24, 2018. The One-Stop Operator scheduled a conference call with DOES leadership, WIC staff, and a representative for Seaberry Design on May 10, 2018 to discuss the project and the status of the American Job Center Campaign. On the call, Seaberry Design provided an updated implementation timeline. The One-Stop Operator is currently awaiting approvals and next steps from DOES leadership and the WIC.

Additionally, Seaberry has completed a desk resource guide to assist DOES front-line staff when serving customers. The resource guide was submitted to the WIC for review and approval on April 11 2018.

Aligned Development Strategies, Inc.

ADSI has completed the draft and final version of the Business & IT Sector Resource guide. They attended our May Partner meeting to present the resource guide and solicit feedback from the partners on potential updates and uses. The One-Stop Operator has provided the WIC with the guide. Based on WIC and DOES feedback, the new One-Stop Operator's Director will meet with ADSI and the WIC to discuss the scope of the project moving forward.

The Impact Group

The Impact Group has completed the DC Based Business Survey and provided the One-Stop Operator with the final report. The agency began collecting information from DC businesses in February 2018 and the collection continued through April 2018. The One-Stop Operator provided DC WIC and DOES leadership with the DC Business Survey Report. A meeting was held with DC WIC staff and a representative of The Impact Group to discuss the report and next steps.

Both the WIC and DOES expressed a desire to broaden the scope of the surveys by contacting additional employers. The One-Stop Operator will be facilitating these further conversations with The Impact Group.

Challenges and Opportunities

While we have made significant progress in achieving our goals and fulfilling contractual objectives, we have also faced challenges that have hindered our progress.

- Access to DC Networks data

Requests for data began at the outset of the project and just recently the One-Stop Operator made significant progress in meeting with DOES leadership and getting the proper channel to submit a request for DC Networks data. A data request was submitted in May and the One-Stop Operator is awaiting proper approvals in order for the request to be fulfilled. Now that a proper process has been established for DC Networks data retrieval, the One-Stop Operator has the opportunity to provide data reporting on a more frequent and timely basis.

- Access to customer service survey feedback

The One-Stop Operator was informed that customer service survey feedback was not collected in DC Networks. We spoke to DOES leadership about retrieving the information collected from these surveys but we are still waiting for an update or proper point of contact.

- Access to partners and establishing an open line of communication with DOES leadership

The One-Stop Operator has experienced challenges with regularly meeting with leadership and visiting the other AJCs, which has made establishing communication with all partners in the system difficult. Building relationships with DOES leadership will provide an opportunity to coordinate goals and objectives and set priorities moving forward. It will also offer an outlet to work through any challenges or obstacles that may arise in fulfilling Grant Associates', the WIC's, and workforce partners' vision in having a fully coordinated One-Stop service delivery system.

8.1.2018

To Whom It May Concern:

To promote a more effective and productive workforce system for the District, Grant Associates would like to submit for your consideration the following recommendations for professional development for the employees of the American Job Center. Based on our company's 20 years of experience in the field of workforce development, we believe these categories of professional development would positively the impact of services for partnering businesses and residents. If approved, Grant Associates would support the Workforce Investment Council's procurement for training providers.

Business Services

Sales Training - Developing the skills of business facing staff is critically important to ensuring the workforce system effectively engages businesses as partners. Sales training strengthens the ability for business services teams to truly identify business needs, build meaningful relationships and develop actual partnerships. This training should cover such topics as developing business leads, cultivating business relationships, phone engagement, business meeting strategies and building long-lasting relationships. Lasting one to three days, this training should be an interactive experience with practical demonstration of skills, knowledge checks and feedback on performance.

Labor Market Information - This training will empower members of business services teams with an understanding of available tools and resources to gain deep insight into the dynamics of local labor markets. Specifically, participants should learn how to search through common business databases, develop real time analysis of hiring patterns, and be able to filter business information by size, NAICS, geography or other factors.

Career Services

Career Advisement - Career advisor training prepares career advisors and case managers with the fundamental knowledge and skills necessary to successfully work with job-seeking customers. Through this training, new staff receive instruction on how to meaningfully engage customers and provide essential services. The training should last one to two days and include both pre- and post-training assessments to ensure knowledge acquisition is achieved. This training should additionally equip attendees with a strategic framework of practice to assimilate new procedures and information given to them by their managers.

Motivational Interviewing - The Motivational Interviewing training technique is a new and innovative approach to coaching job-seeking customers who seem to struggle with motivation. This coaching technique, first developed in the field of counseling, has recently been applied to workforce development programs across the county. Staff are equipped with skills to engage customers, identify internal motivations, ask open-ended questions and roll with resistance. Additionally, staff are trained

to handle challenging customers in a manner that is friendly, purposeful and committed. The training should last for one to two days and be followed up with individual observation and feedback of career services staff.

Trauma-Informed Care - Trauma-Informed Care (TIC) prepares staff to serve job-seeking customers who have experienced a degree of emotional and/or physical trauma in the past. Staff will learn more about the definition of trauma, the triggers of trauma, and how to serve a customer that is presently being affected by past trauma.

Intake / Administration

Microsoft Office - Training in the Microsoft Office suite of services builds the capacity of intake and administrative staff to support the functions of workforce development. Training should consist of opportunities to maximize staff knowledge of Microsoft Excel, Word, Outlook and PowerPoint. Training could be in the form of online or in-person modalities.

Customer Service - Customer service training builds fundamental communication skills necessary to effectively deliver workforce services. Additionally, staff gain new skills to handle challenging situations with customers and deescalate potentially tense situations when customers become upset over unmet expectations. Training should last one day.

Sincerely,

Adriana G. Crawford, MPA

Director, One-Stop Operator

Grant Associates

American Job Center (AJC) Employer Survey Report

Grant Associates

Presented by The Impact Group, LLC

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Executive Summary

The American Job Centers (AJC) provide free help to job seekers for a variety of career and employment-related needs. More than 2,500 AJCs, funded by the US Department of Labor's Employment and Training Administration, are located throughout the United States.

The District of Columbia's American Job Center network, is geared to assist all job seekers develop solid career plans that lead to satisfying careers. The American Job Center staff prepares job seekers develop short and long-term employment goals and develop a career plan.

In an attempt to gain a better understanding of the employee training needs of District businesses, a survey was conducted. This survey looked to gain feedback from Washington, DC based companies about the major industries in the region, future hiring plans, necessary skillsets required for employees, what are future training needs, the hiring of District residents and the utilization of the AJC.

The survey was conducted from March 2018 through the end of April 2018 and reached out to 900 different businesses in Washington, DC. After two (2) months of collecting data, the survey was closed to responses. Based on the data received, three recommendations are made. They are:

1. **Recommendation #1: Increase Marketing to Businesses and Residents** – There is low awareness of the American Job Center. An active marketing campaign will increase the knowledge of the existence of AJC and promote the use of AJC services.

2. **Recommendation #2: Create Targeted Trainings** – Create training programs that are targeted for each industry

3. **Recommendation #3: Create DC Resident Database** – Companies would like a database that allows them to easily search for DC residents to fill open positions. This database should allow searching by skillset, experience, and/or certifications.

Purpose

The American Job Center

The American Job Centers (AJC) provide free help to job seekers for a variety of career and employment-related needs. More than 2,500 AJCs, funded by the US Department of Labor's Employment and Training Administration, are located throughout the United States.

In Washington, DC, the AJC offers job seekers, students, businesses and career professionals access to a comprehensive array of employment-related services and tools in one convenient location. Through the District's American Job Center, residents can utilize resources such as career counseling, career planning, resume assistance, direct job placement, classroom and on-the-job-training, information about local and national labor markets, unemployment compensation and much more.

The Department of Employment Services, supported with resources from the District government and the US Department of Labor, operates the centers that are strategically located and accessible throughout the District.

The District of Columbia American Job Center provides workforce services in the following areas:

- Career counseling
- Job search assistance
- Connections to employers with current job openings
- Workshops on topics such as:
- Resume Building
- Job search strategies
- Interviewing skills
- Computer Basics
- Navigating DC Networks
- Referrals to education and training programs (see attachments below)
- Apprenticeship information
- Labor Market Information and various career ladders
- Access to computers, fax machines, telephones and copiers
- General information about Unemployment Insurance
- Unemployment Insurance - Overview
- Unemployment Insurance - Frequently Asked Questions*

The District of Columbia's American Job Center network, is geared to assist all job seekers develop solid career plans that lead to satisfying careers. The American Job Center staff prepares job seekers develop short and long-term employment goals and develop a career plan.

Employer Survey

The purpose of the AJC Employer Survey was to reach out to businesses in Washington, DC – targeting high growth sectors and occupations – to gain a better understanding of District Employer services. The survey looks to gain feedback from Washington, DC based companies about the major industries in the region, future hiring plans, necessary skillsets required for employees, what are future training needs, the hiring of District residents and the utilization of the AJC.

Feedback from the survey will assist AJC in developing training that will prepare District residents to fill the employee needs of the local businesses.

Methodology

To conduct this survey, The Impact Group followed a five (5)-step methodology for collecting the responses from District companies. These steps include:

1. **Discovery** – Review of American Job Center and Women, Infant and Children (WIC) documentation
2. **Survey Development** – Development and testing of the survey
3. **Respondent Identification** – Identification of potential respondents of the survey
4. **Data Collection** – Collection of responses to the survey
5. **Analysis** – Analysis of survey responses and providing recommendations.

Discovery

To prepare for the survey, The Impact Group conducted discovery activities. These activities included review of all publicly available information provided by the American Job Center. There was also a lengthy review of the District of Columbia Workforce Investment Council (DCWIC) 2016-2020 Unified State Plan.

The DCWIC United State Plan identified six (6) key industries that the survey should focus on. They include:

1. Business & Information Technology
2. Construction
3. Hospitality
4. Healthcare
5. Security/Law
6. Infrastructure

These industries will be the bases of the potential respondents.

Survey Development

After discovery, the survey instrument was developed and tested. The survey questions were first developed and provided to Grant Associates via email. After approval of the questions, the survey was developed via Google Forms. Google Forms allows the responses to be collected immediately and track respondent progress through the survey

Due to the survey being unsolicited, the aim was to keep the total time to complete the survey to a range of 5 – 8 minutes. This limited the number and style of questions that could be asked. The final survey consisted of twenty-eight (28) questions. The survey tool was also built with conditional questioning. This means the total number and what number of questions asked would be dependent on previous responses.

The final set of questions fell into four basic categories:

1. **Company Demographics** – How long the company has been in business, it's industry, number of employees and other company facts
2. **Anticipated Hiring** – How soon the business anticipates hiring and any preference for DC residents
3. **Desired Skill-sets** – What skills are important to the business
4. **American Job Center Awareness** – Are local businesses aware of AJC and would they want to assist in training

After the survey was completed, the survey was tested. Testing included using the survey instrument and ensuring the conditional questioning worked as intended.

The full survey is provided in the appendix.

Respondent Identification

The target of the survey was limited to Washington, DC based companies in these six (6) industries:

1. Business & Information Technology
2. Construction
3. Hospitality
4. Healthcare
5. Security/Law
6. Infrastructure

To identify companies that worked in these industries, two sources were used. First, the Washington, DC business registry maintained by the Department of Consumer and Regulatory Affairs (DCRA) was accessed to identify companies that are registered to operate in the district (https://business.dc.gov/lookup-business). The other source was the Certified Business Enterprise database maintained by the Department of Local and

Small Business Development (DSLBD) (https://dslbd.secure.force.com/public). This database allowed search by the National Institute of Government Purchasing (NIGP) codes and allowed further refinement of the respondent list. A full list of the NIGP codes is provided in the appendix.

After refining the list, the final count of respondents was 900 companies.

Data Collection

Data collection activities started on March 6, 2018 and concluded on May 4, 2018. The responses were solicited via Constant Contact Online Marketing Tool and via direct messaging on LinkedIn and Facebook. Emails requesting respondents to take the survey were delivered weekly for the duration of the survey.

To help increase response rates, two (2) incentives were created for survey respondents. We limited the number and size of the incentives to prevent a skewing of the data. The first incentive was created on April 4, 2018. The incentive was a $25 Amazon Gift Card. The second incentive was created on April 30, 2018. The second incentive was a $100 Visa Gift Card.

Analysis

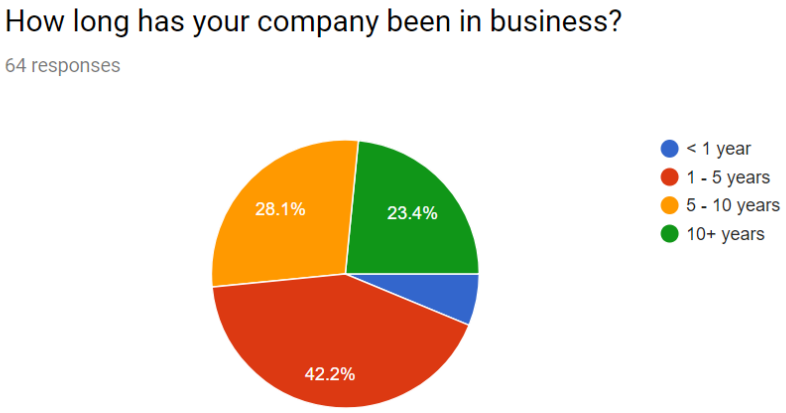
The survey was closed to responses on May 4, 2018. Analysis consists of reviewing the responses and drawing conclusions. Full detailed analysis is completed in the next section.

Survey Results

The average range for responses for an external, non-solicited survey is 7% - 9%. The survey resulted in 65 individual responses. This is a response rate of 7.22% of the 900 originally identified survey respondents and places us in the expected range of responses.

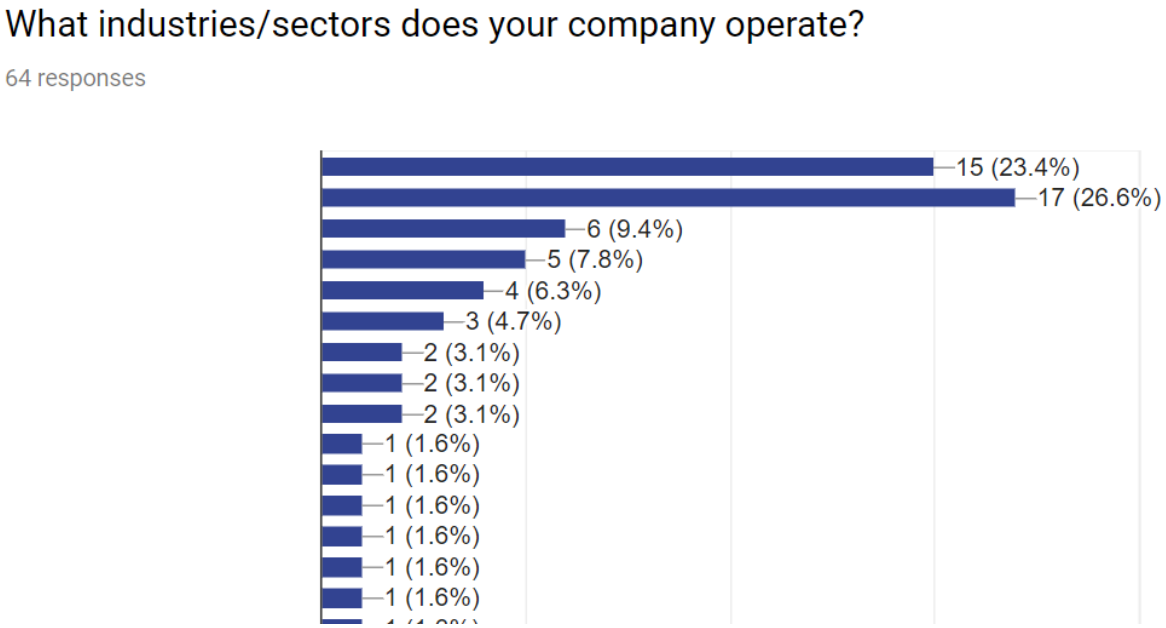
Business Characteristics/Hiring Forecast

Question # 1 Results



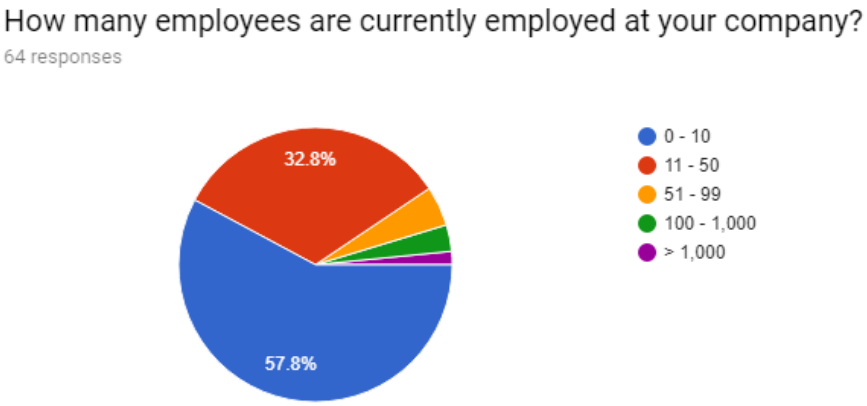
Out of the 64 responses, we concluded that the majority of businesses (42.2%) who provided a response have been in business between 1-5 years.

Question # 2 Results



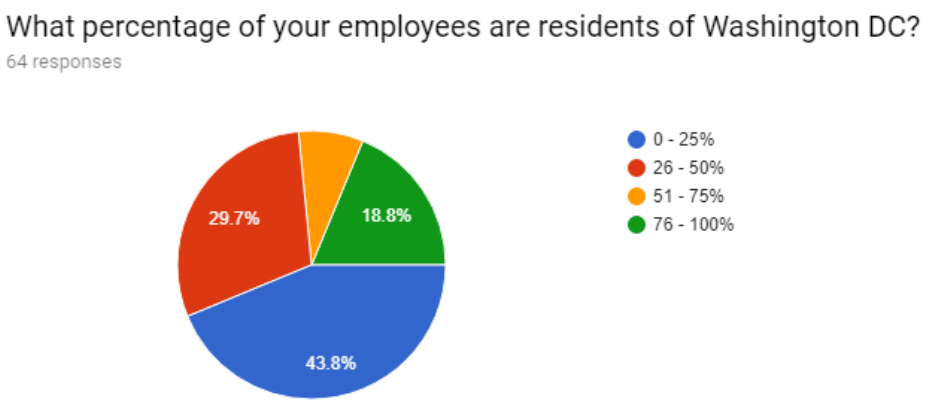
Although we received responses from a variety of business industries, we concluded that the top 4 business industries of the respondents were in the Construction (26.6%), Business and Information and Technology (23.4%), Healthcare (9.4%) and Hospitality (7.8%) indsutries. The top 4 industries represented were part of the targeted industries of the survey.

Question # 3 Results



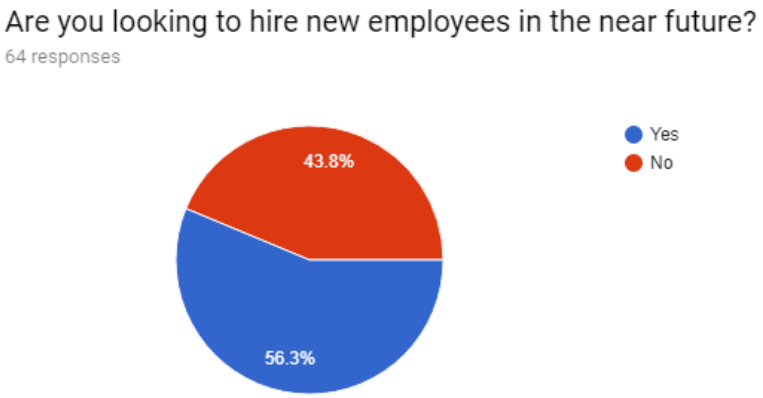
Out of 64 responses, the majority (57.8%) of the respondents have (0-10) employees followed by (32.8%) respondents with (11-50) employees.

Question # 4 Results



Out of 64 responses, only (18.8%) of the respondents' employees reside in the District with the majority (43.8%) of the respondents' employees living outside of Washington, DC.

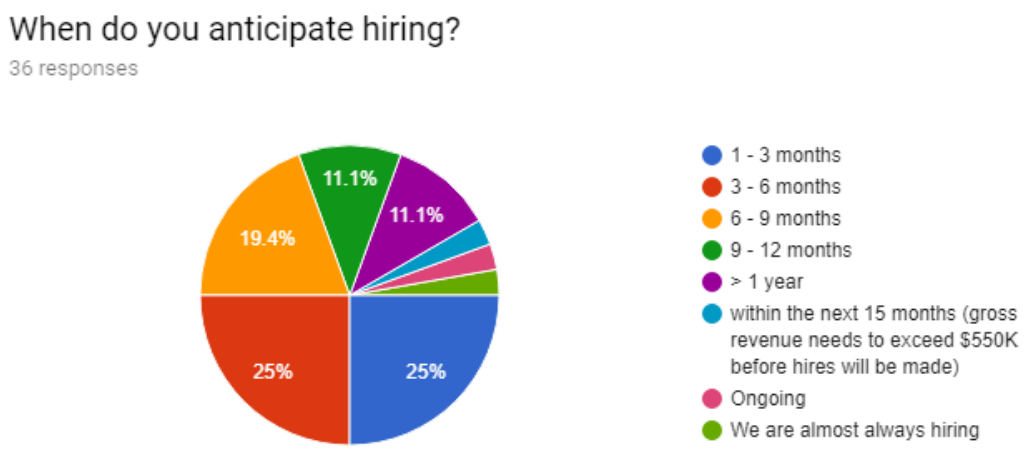
Question # 5 Results



Out of 64 responses, (56.3%) of the respondents are looking to hire in the near future while (43.8%) of the respondents are not looking to hire in the near future.

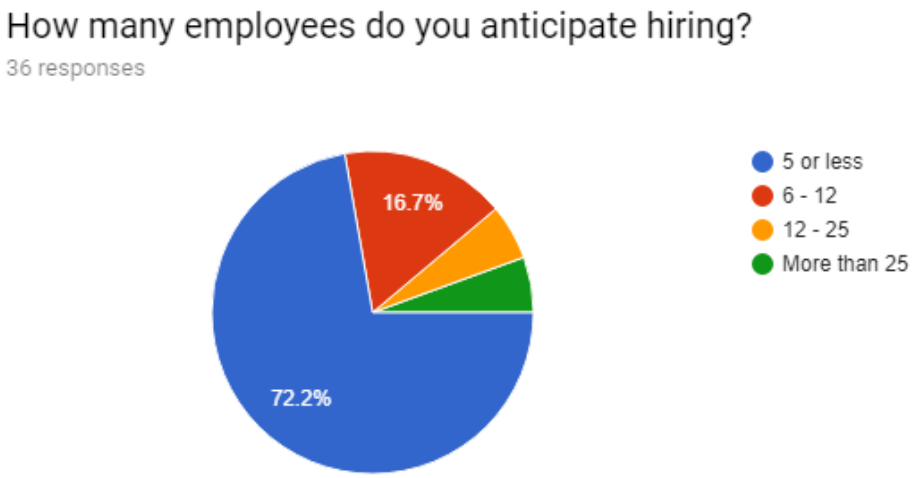
Hiring of New Employees Forecast

Question # 6 Results



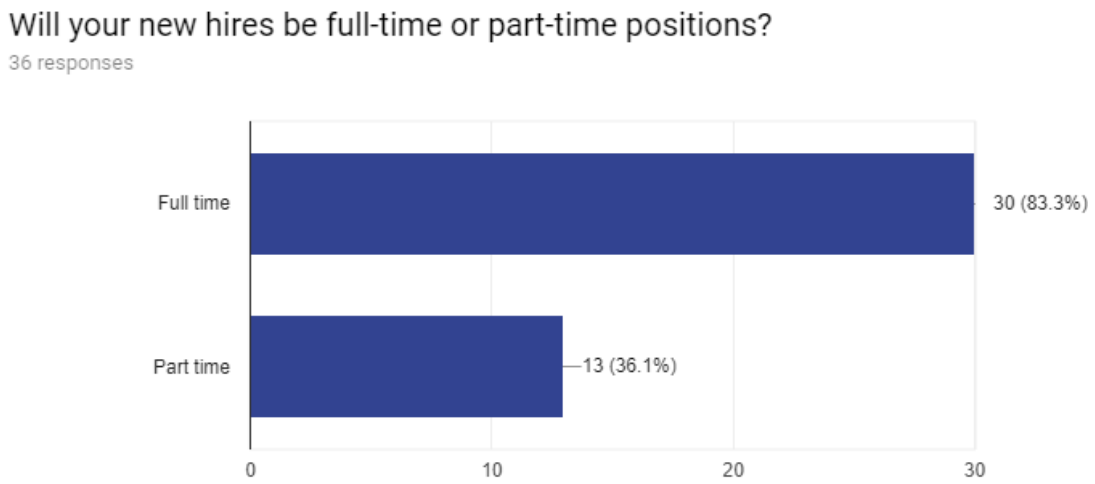
Out of the (56.3%) or 36 respondents from Question # 5 who indicated they are looking to hire employees in the near future, the majority of the respondents (50%) are looking to hire within a time frame of 1-6 months.

Questions #7 Results



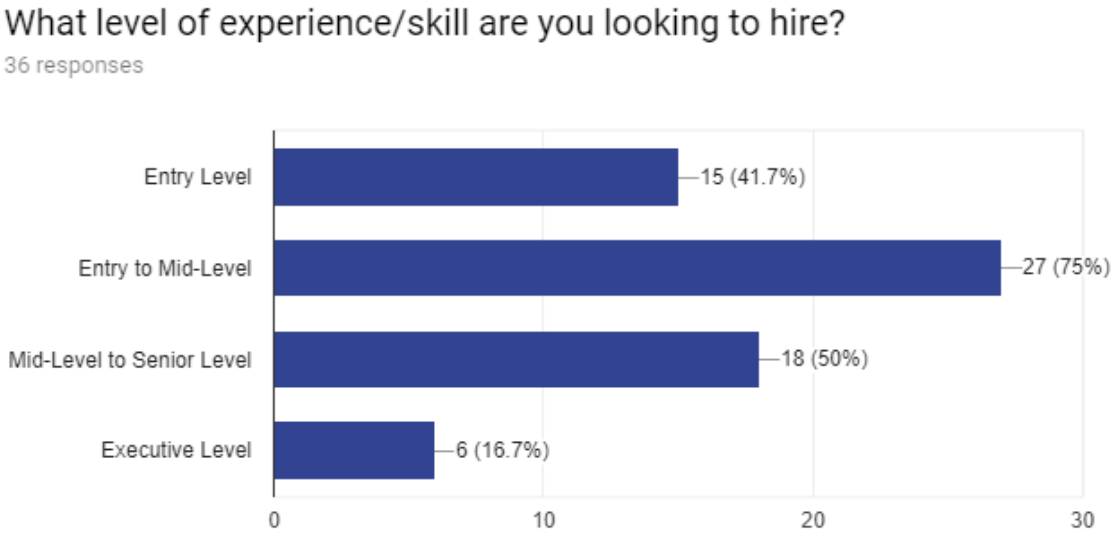
Out of the (56.3%) or 36 respondents from Question # 5 who indicated they are looking to hire employees in the near future, the majority of the respondents (72.2%) are looking to hire between (0-5) employees.

Questions #8 Results



Out of the (56.3%) or 36 respondents from Question # 5 who indicated they are looking to hire employees in the near future, the majority of the respondents (83.3%) are looking to hire "full time" employees or both which is indicated by (36.1%) indicating "part-time".

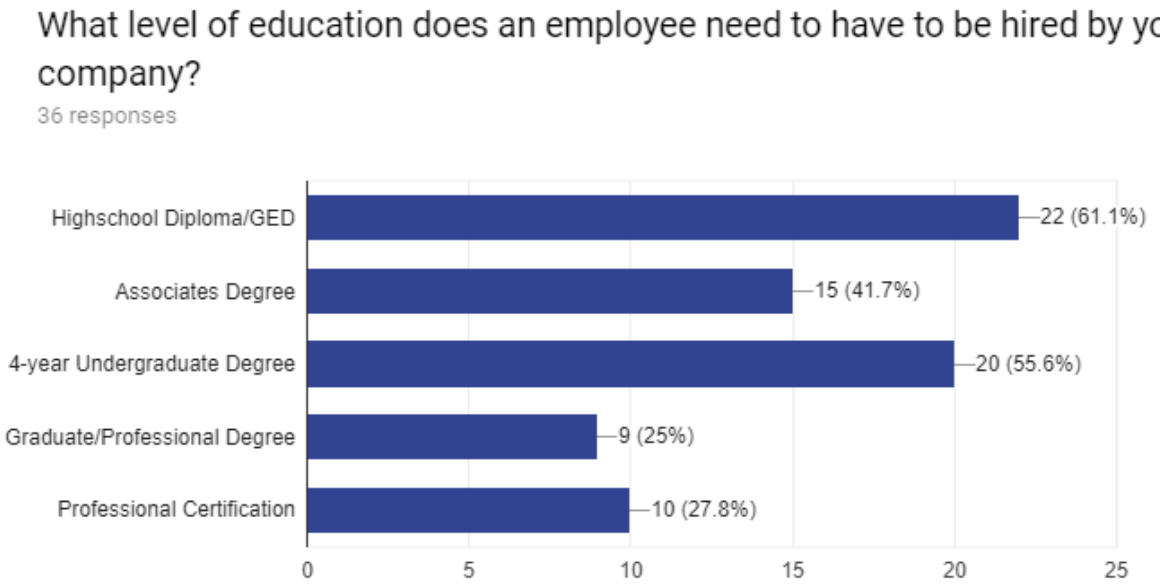
Questions #9 Results



Out of the (56.3%) or 36 respondents from Question # 5 who indicated they are looking to hire employees in the near future, the majority of the respondents (75%) are looking

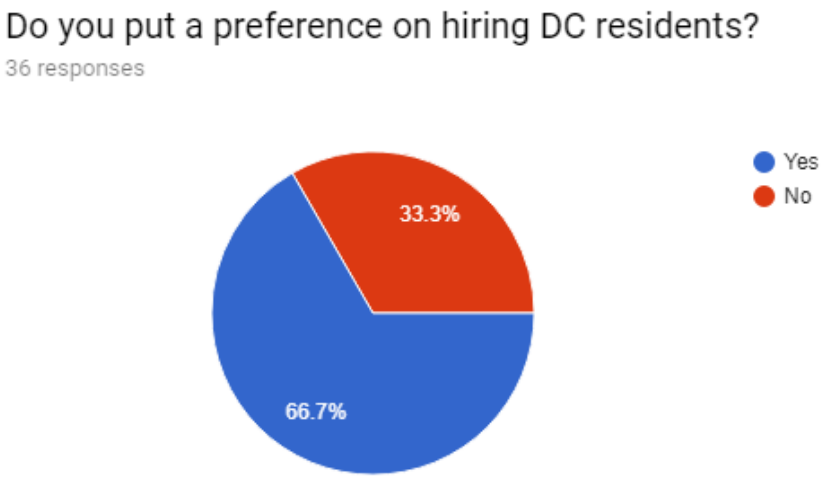
for candidates for “entry to mid-level” work experience followed by “mid-level to senior level” experience.

Questions #10 Results



Out of the (56.3%) or 36 respondents from Question # 5 who indicated they are looking to hire employees in the near future, the majority of the respondents (61.6%) they are looking for candidates who have a high school diploma followed by (55.6%) indicated that candidates will need a 4-year college degree. (41.7%) of employers are willing to except candidates with an associate’s degree.

Questions #11 Results



Out of the (56.3%) or 36 respondents from Question # 5 who indicated they are looking to hire employees in the near future, the majority of the respondents (66.7%) does have a preference to hire DC residents. However, (33.3%) of respondents do not have a preference to hire DC residents.

Questions #12 Results

What would help you hire more DC residents?

36 responses

na
incentaives
Access to qualified candidates. It would be great if effective and efficient vetting and the initial interview process could happen before candidates are sent to the firm for consideration.
Qualified Applicants
better design of employment system website
drug background check
better educated folk
if the applicants were better prepared for the rigors of our work
up to date professional certifications and recent work experience
"Pull" hiring by searching skills and experience database (instead of job advertising, word of mouth)
If they came "work ready."

Clear representation of their skills and experience to job postings. Many qualify but do not represent skills and abilities well in relationship to job description.
More training
Additional business growth
Pipeline
More business
Skill match to talent gaps at my company
More awareness
Being able to quickly ascertain their skill set.
More capital
Qualified candidates
skilled workers

Clear representation of their skills and experience to job postings. Many qualify but do not represent skills and abilities well in relationship to job description.
More training
Additional business growth
Pipeline
More business
Skill match to talent gaps at my company
More awareness
Being able to quickly ascertain their skill set.
More capital
Qualified candidates
skilled workers

If it were less expensive to live in DC, we could focus our searches solely on DC residents. As of now, our preference is to higher as close to our retail locations as possible which for our DC stores, means DC residents
?
skilled workforce

Out of the (56.3%) or 36 respondents from Question # 5 who indicated they are looking to hire employees in the near future were asked what would motivate them to hire more DC residents. The majority of the respondents indicated that they would like “more qualified/skilled workers”

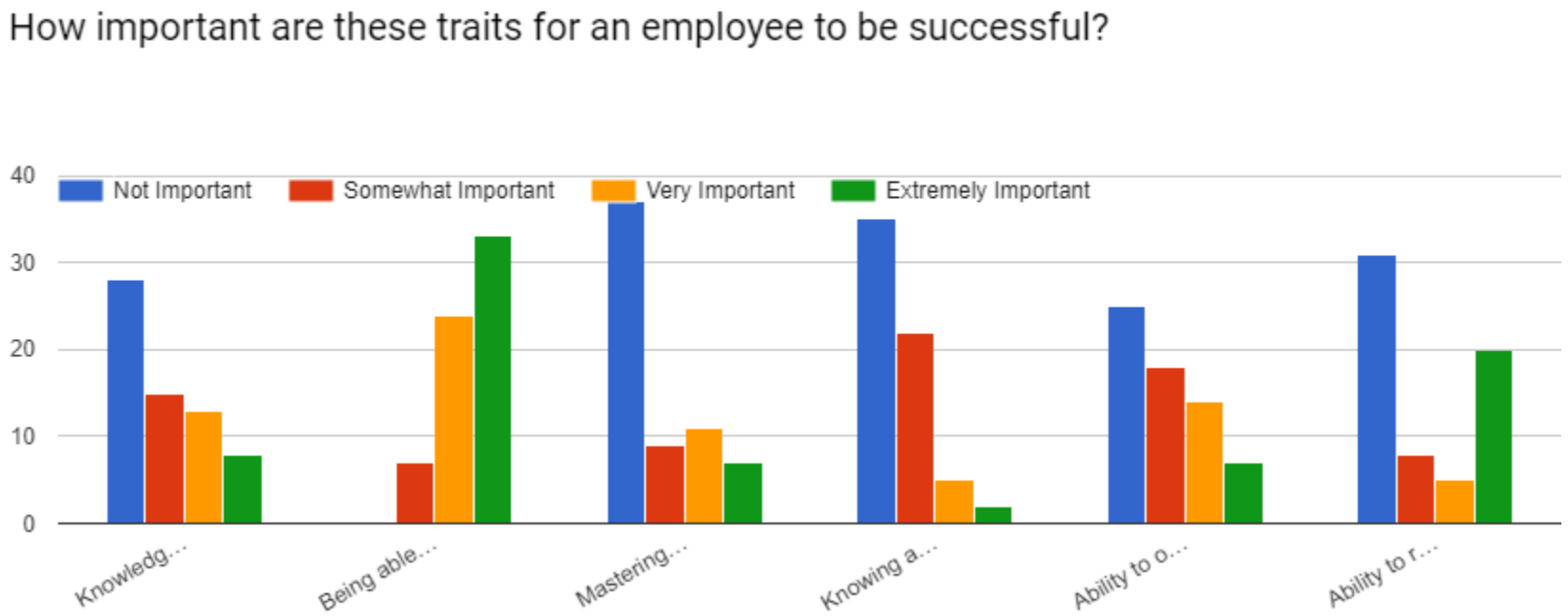
Skills/Workforce Criteria

Questions #13 Results



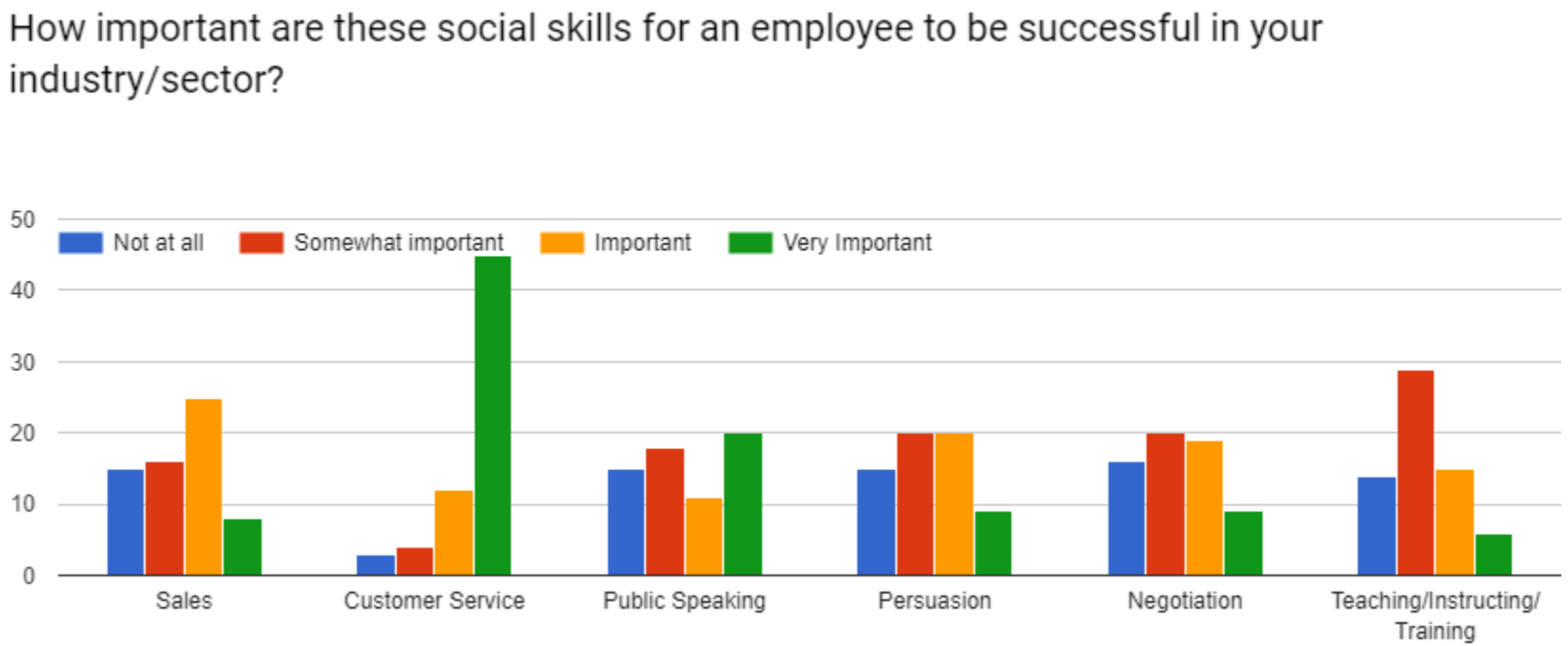
The survey participants were asked what skills are needed in order to be successful. The majority of the respondents indicated that the top (3) skills that are very important are “Interpersonal Skills”, “Critical Thinking”, and “Good Written and Spoken Communication”.

Question # 14 Results



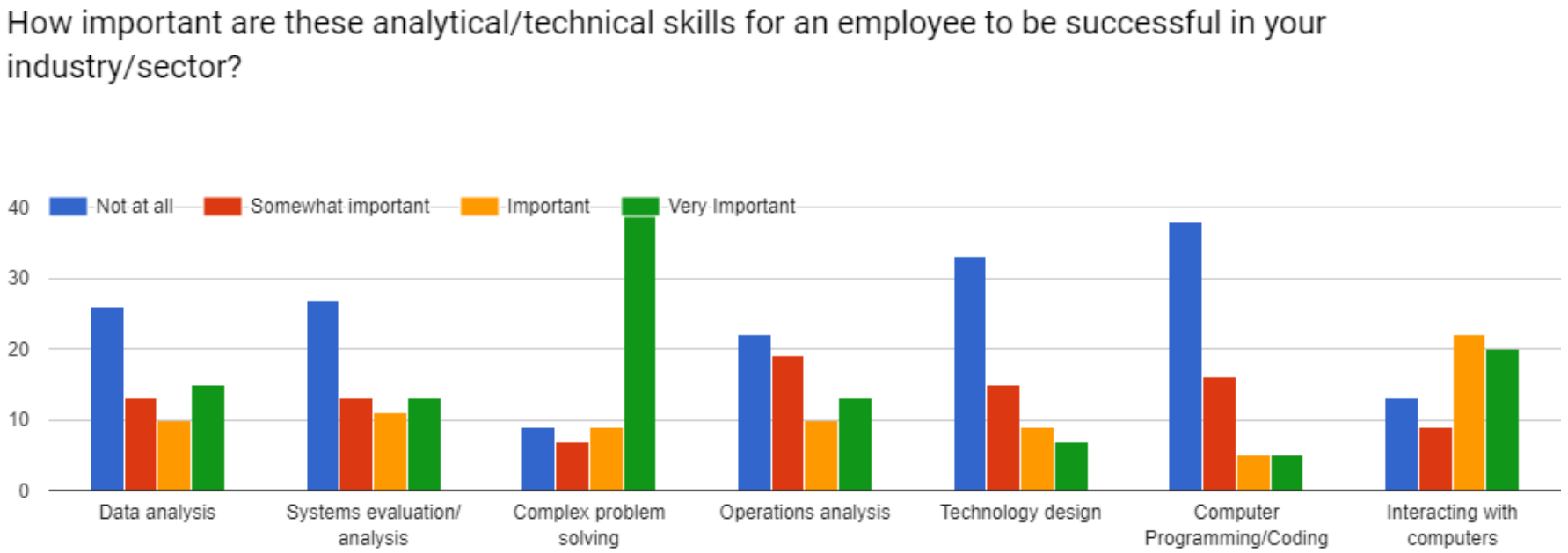
The survey participants were asked how important are some traits in order for an employee to be successful. The majority of the respondents indicated, “Being able to work with people from different backgrounds is extremely important”.

Question # 15 Results



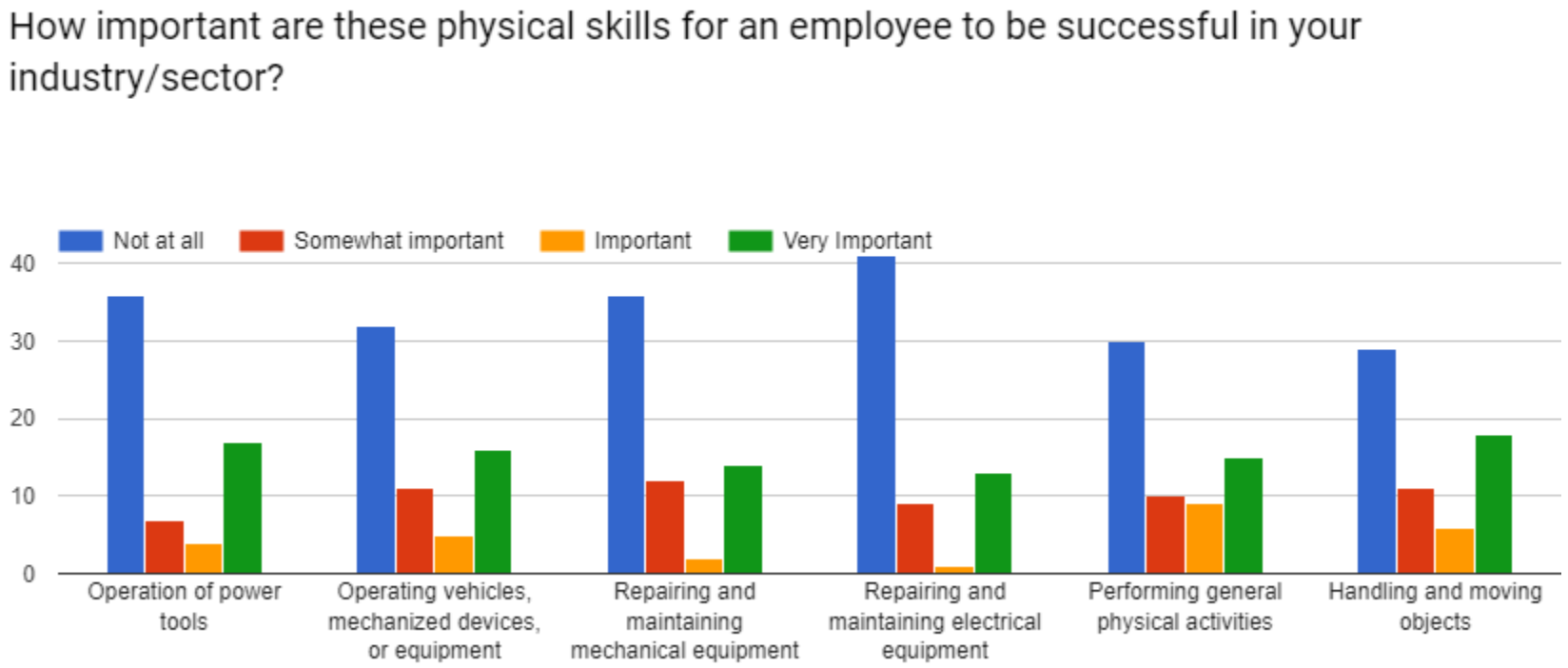
The survey participants were asked how important are some social skills in order for an employee to be successful. The majority of the respondents indicated, “Customer Service is very important”.

Question # 16 Results



The survey participants were asked which analytical/technical skills are important in order for an employee to be successful. The majority of the respondents indicated that "complex problem solving" and "interacting with computers" were the top analytical/technical skills needed to be successful.

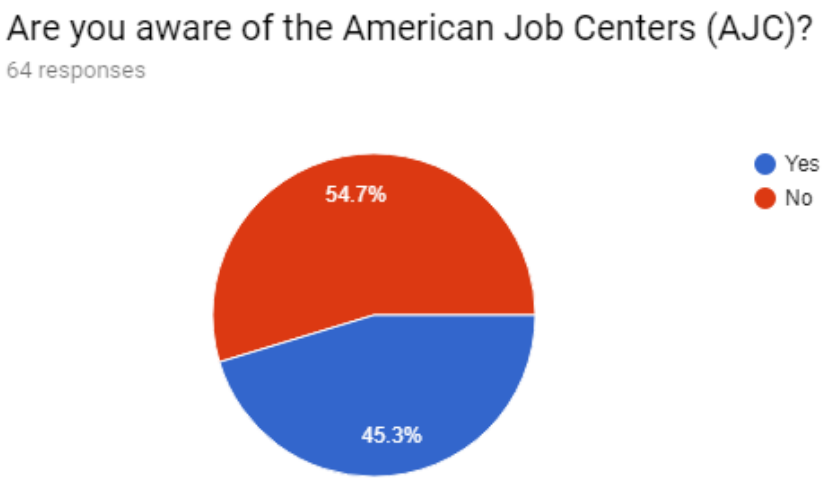
Question # 17 Results



The survey participants were asked which physical skills are important in order for an employee to be successful. The majority of the respondents indicated that being able to perform “general physical activities” and “handling and moving objects” were the top physical skills needed to be successful.

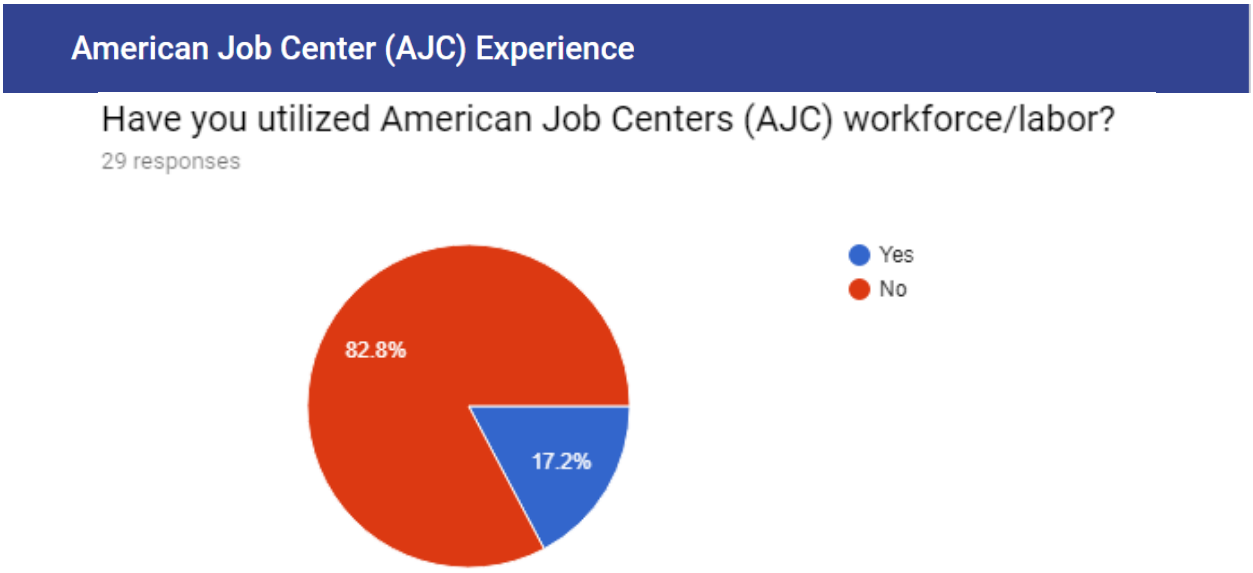
American Job Center (AJC) Awareness

Question # 18 Results



Out of 64 responses, the majority (54.7%) of the respondents have never heard of American Job

Question # 19 Results



There were (45.3%) or 29 respondents who knew about American Job Centers (AJC) and out of the 29 respondents only (17.2%) utilized the workforce/labor of (AJC).

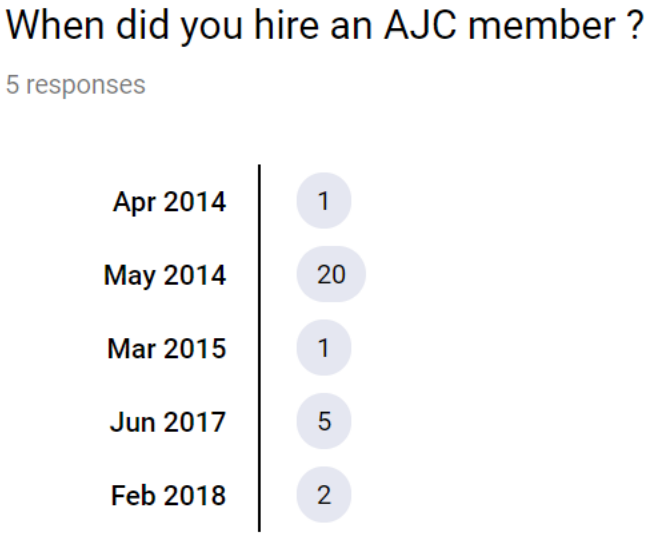
American Job Center (AJC) Utilization

Question # 20 Results



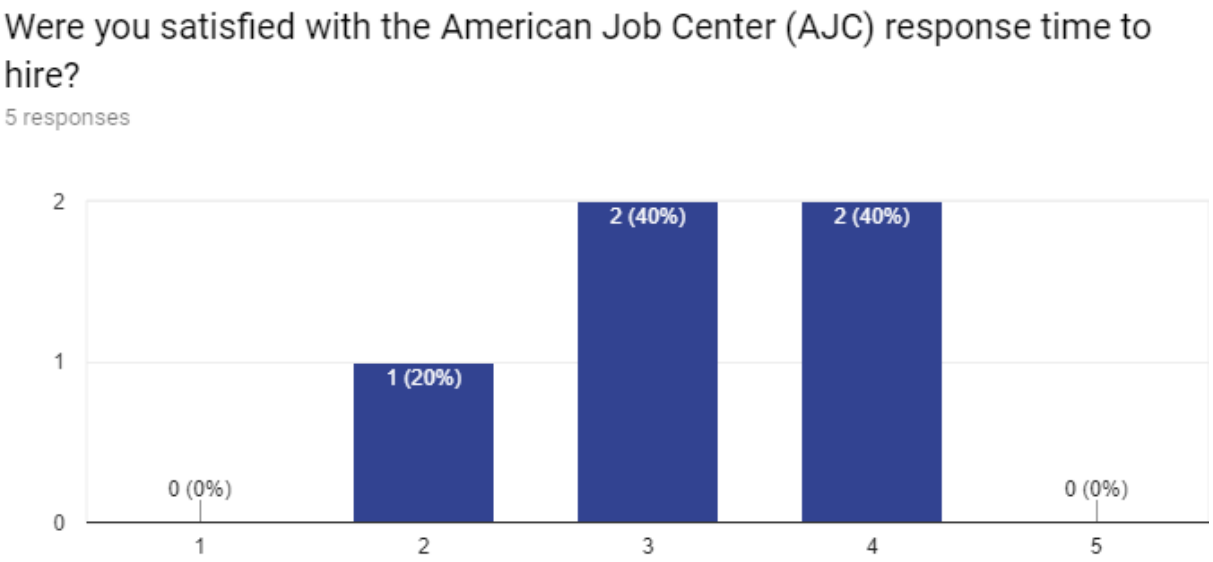
17.2% respondents utilized the workforce/labor of (AJC). The majority (60%) hire (1-5) employees from (AJC). However, in some instances an employer hired more than 10 employees as indicated by the "other" area in the pie chart above.

Question # 21 Results



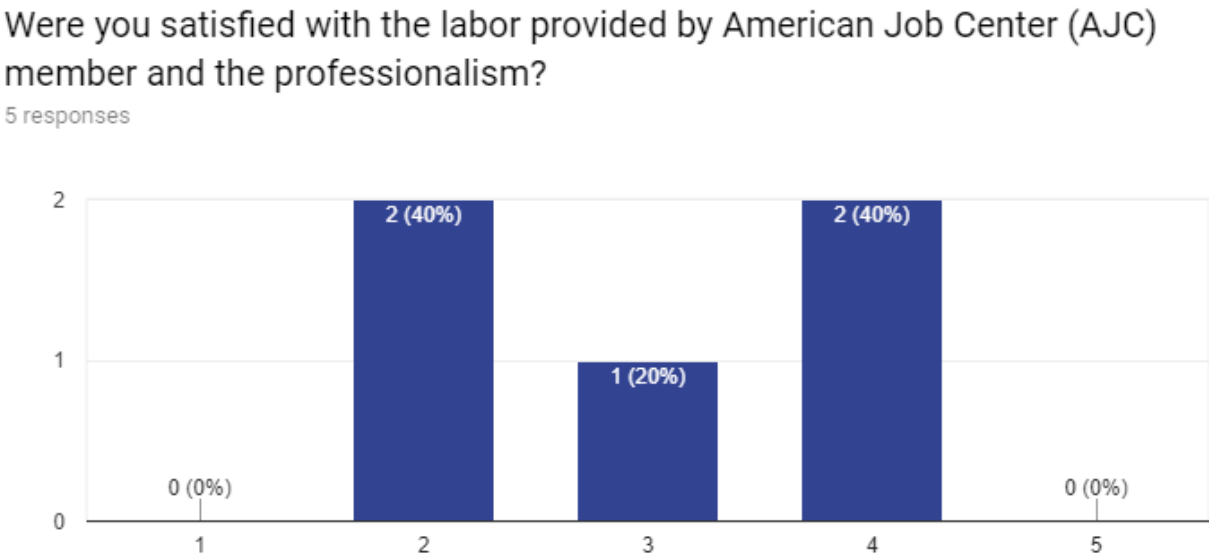
Out of the (17.2%) or 5 respondents utilized the workforce/labor of (AJC). The majority (20) employees were hired in May 2014 utilizing the workforce/labor from (AJC).

Question # 22 Results



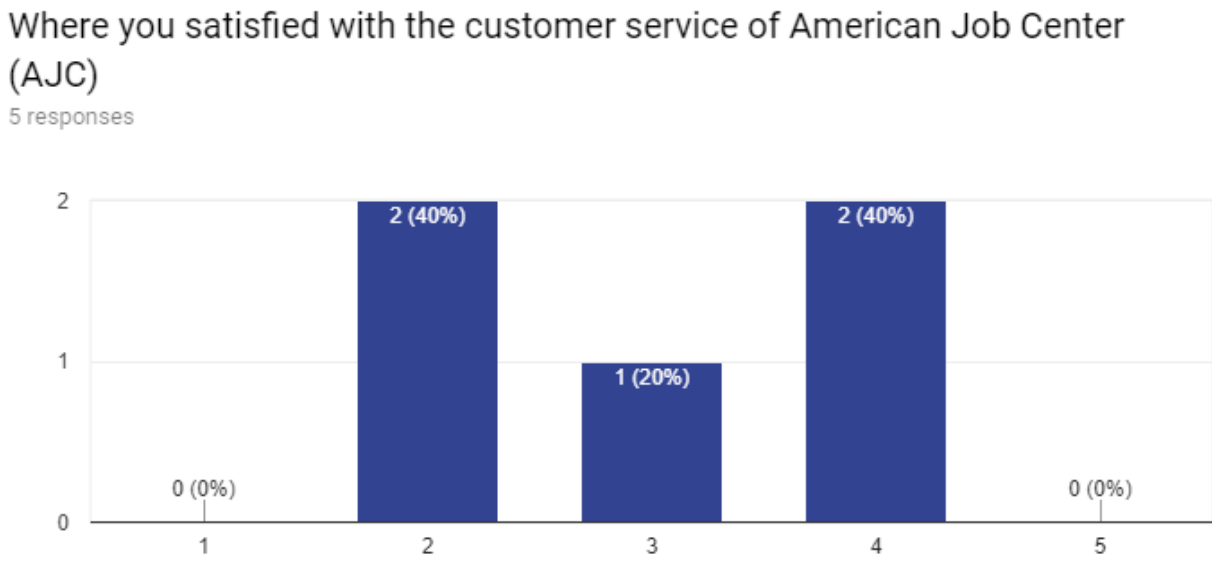
Out of the 17.2% respondents who utilized the workforce/labor of (AJC). The majority (4 out of 5) was "moderately" satisfied with (AJC) response time to hire workforce/labor.

Question # 23 Results



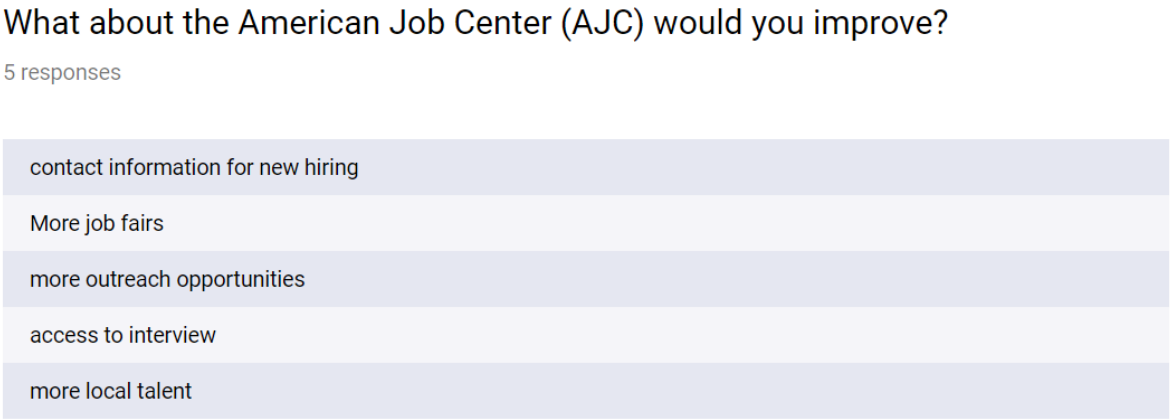
Out of the 17.2% respondents who utilized the workforce/labor of (AJC). There were mixed experiences in regards to the professionalism of the (AJC) workforce/labor. (2 out of 5) were not as satisfied and (2 out of 5) were satisfied.

Question # 24 Results



Out of the 17.2% respondents who utilized the workforce/labor of (AJC). There were mixed experiences in regards to the customer service of the (AJC). (2 out of 5) were not as satisfied and (2 out of 5) were satisfied.

Question # 25 Results



Out of the 17.2% respondents who utilized the workforce/labor of (AJC). They indicated that the (AJC) can improve by organizing more job fairs and more outreach to the local business community.

Question # 26 Results

What training could the American Job Center (AJC) provide that would be useful to your business?

64 responses

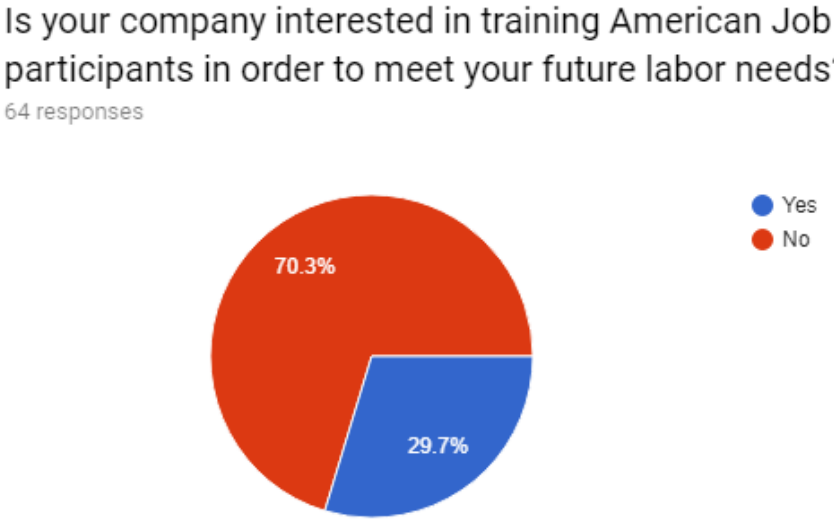
. (5)
n/a (3)
None (2)
sales (2)
information security (2)
na
Energy or Green Job Training
communications, media, social media, administrative support, event management/support
Architecture or drafting related programs
Medical supply management, MHE operations
analytical thinking
ready to work labors

computer drafting skills
social skills critical writing and reading
Paralegal training, A+ certification
ability to search candidate pool
Basic computer skills, at a minium.
N/a
Professional certification options for those in transition between careers.
Const training
Key software applications (MicroSoft Excel, PowerPoint, Survey Monkey, Quickbooks, etc.)
Writing
Welding and auto body repair
Critical thinking and problem solving basic data analysis
Computer training
Customer service
Drone Maping, Video Editing
Project Management Skills
Coding
basic accounting, basic operations management
computer training - online business
trades training
construction
data analysis
OSHA/construction safety
construction safety

electrician training
trades - plumbing, electrical, mechanical, etc.
interpersonal skills
expected salary ranges
Employer and employee meet and greets
Management training
CDL Training
Data Analysis
Help desk and customer service
social media training, customer service training, workplace etiquette, public speaking, workplace dress code
I don't know how you can help us because I am not familiar with your organization
Food Handlers
general construction
mechanical training
construction
marketing
millwright
communication
solar system installation

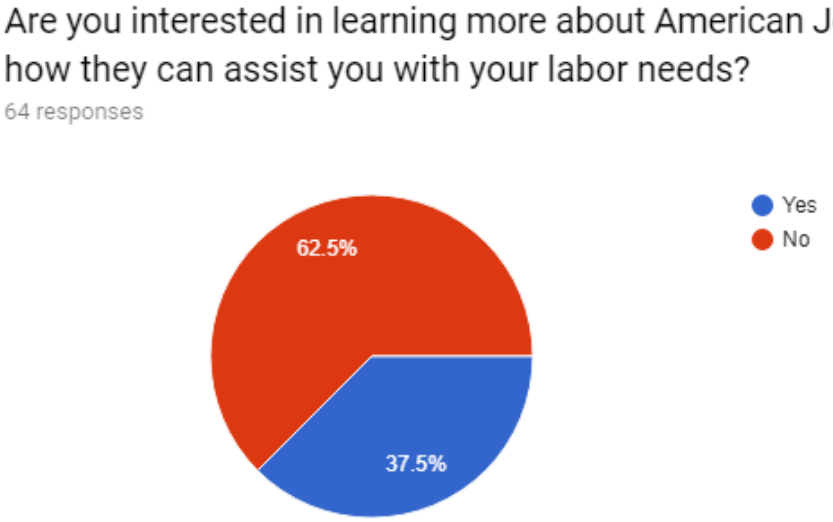
The survey participants were asked what training could (AJC) provide that will be useful to the business community. The following were the top training needs indicated by respondents: (Construction Training, Basic Computer Training, Training for Trades such as (electrical, welding, plumbing, etc.), Green Job Training such as solar panel installs, energy audits, etc, and Project Management.

Question # 27 Results



Out of 64 responses, only (29.7%) of the respondents are interested in training (AJC) participants in order to meet future labor needs.

Question # 28 Results



Out of 64 responses, only (37.5%) of the respondents are interested in learning more about (AJC) and how they can assist with labor needs.

Recommendations

Based on the results of the survey, The Impact Group has several recommendations for the American Job Center. These recommendations include marketing, targeted training courses, and creation of a District workforce database.

Recommendation #1: Increased Marketing to Businesses and Residents

The majority of survey respondents have not heard of the American Job Center. Therefore, more outreach and advertisement needs to be done in order to inform the business community about the AJC and its benefits in regards to workforce/labor hiring as well as training.

We believe once the business community becomes aware of the AJC more collaboration can take place between AJC and the business community. This creates the potential to increase employment opportunities and decrease the unemployment rate in some of the poorest Wards in the District of Columbia.

The AJC would benefit from creating marketing materials targeted at DC based businesses to heighten awareness of the AJC and the services they provide to businesses and potential employees.

Recommendation #2: Create Targeted Training

The survey consisted of various industries with varying training needs. However, there were some patterns to the training needs suggested by the businesses. For the construction sector businesses, training in the traditional trades (electrical, mechanical, plumbing, etc.) was identified. For several other industries, basic computer and other software knowledge (Microsoft Office, QuickBooks, Survey Monkey, etc.) was desired. Lastly, several businesses requested that “professional certification” training was a desired training. The respondents did not specify which professional certifications would best serve their company and would require more research.

The AJC should create these targeted training programs to better prepare employees to work for DC-based businesses.

Recommendation #3: Create DC Residents Database

The vast majority (67%) of the respondents stated that they put an emphasis on hiring DC residents. However they did note that there are several hurdles to hiring DC residents.

The businesses would like a detailed database they can access that specifically has DC residents available for work. They would like the database to clearly display the skills and qualifications that the potential employee posses. This would simplify the process for businesses to hire DC residents.

Appendix A: AJC Employer Survey

American Job Center (AJC) Employer Survey

(Survey Time Length: 5-10 minutes) - The purpose of this survey is to gain employer feedback about the utilization of the American Job Centers (AJC) in the Washington DC area. Your feedback will allow (AJC) with better understanding of how to improve awareness, access and increase participation.

* Required

1. **Email address** *

2. **Name (First, Last)** *

3. **Phone Number (xxx-xx-xxx)** *

Business Characteristics/Hiring Forecast

4. **How long has your company been in business?** *
Mark only one oval.
- ◯ < 1 year
- ◯ 1 - 5 years
- ◯ 5 - 10 years
- ◯ 10+ years

5. **What industries/sectors does your company operate?** *
Check all that apply.
- ☐ Business & Information Technology
- ☐ Construction
- ☐ Healthcare
- ☐ Hospitality
- ☐ Security and Law
- ☐ Infrastructure
- ☐ Other: _____

6. **How many employees are currently employed at your company?** *
Mark only one oval.
- ◯ 0 - 10
- ◯ 11 - 50
- ◯ 51 - 99
- ◯ 100 - 1,000
- ◯ > 1,000

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7. **What percentage of your employees are residents of Washington DC?** *
Mark only one oval.

- ◯ 0 - 25%
- ◯ 26 - 50%
- ◯ 51 - 75%
- ◯ 76 - 100%

8. **Are you looking to hire new employees in the near future?** *
Mark only one oval.

- ◯ Yes *Skip to question 8.*
- ◯ No *Skip to question 15.*

Hiring of New Employees Forecast

9. **When do you anticipate hiring?** *
Mark only one oval.

- ◯ 1 - 3 months
- ◯ 3 - 6 months
- ◯ 6 - 9 months
- ◯ 9 - 12 months
- ◯ > 1 year
- ◯ Other: _____

10. **How many employees do you anticipate hiring?** *
Mark only one oval.

- ◯ 5 or less
- ◯ 6 - 12
- ◯ 12 - 25
- ◯ More than 25

11. **Will your new hires be full-time or part-time positions?**
Check all that apply.

- ☐ Full time
- ☐ Part time

12. **What level of experience/skill are you looking to hire?** *
Check all that apply.

- ☐ Entry Level
- ☐ Entry to Mid-Level
- ☐ Mid-Level to Senior Level
- ☐ Executive Level

13. **What level of education does an employee need to have to be hired by your company?** *
Check all that apply.

- ☐ Highschool Diploma/GED
- ☐ Associates Degree
- ☐ 4-year Undergraduate Degree
- ☐ Graduate/Professional Degree
- ☐ Professional Certification

14. **Do you put a preference on hiring DC residents?** *
Mark only one oval.

- Yes
- No

15. **What would help you hire more DC residents?** *

Skills/Workforce Criteria

16. **How important are these skills for an employee to be successful in your industry/sector?** *
Mark only one oval per row.

	Not at all	Somewhat important	Important	Very important
Interpersonal skills				
Critical thinking				
Good written and spoken communication				
Management and leadership				
Basic computer skills				
Ability to operate, build, machinery/equipment				

17. **How important are these traits for an employee to be successful?** *
Mark only one oval per row.

	Not important	Somewhat important	Very important	Extremely important
Knowledge of a computer or programming language				
Being able to work with people from many different backgrounds				
Mastering social media				
Knowing a foreign language				
Ability to obtain a security clearance				
Ability to read blueprints and follow construction drawings				

18. **How important are these social skills for an employee to be successful in your industry/sector?** *
Mark only one oval per row.

	Not at all	Somewhat important	Important	Very important
Sales				
Customer Service				
Public Speaking				
Persuasion				
Negotiation				
Teaching/Instructing/Training				

THE IMPACT GROUP

19. **How important are these analytical/technical skills for an employee to be successful in your industry/sector?** *
Mark only one oval per row.

	Not at all	Somewhat important	Important	Very important
Data analysis	◯	◯	◯	◯
Systems evaluation/analysis	◯	◯	◯	◯
Complex problem solving	◯	◯	◯	◯
Operations analysis	◯	◯	◯	◯
Technology design	◯	◯	◯	◯
Computer Programming/Coding	◯	◯	◯	◯
Interacting with computers	◯	◯	◯	◯

20. **How important are these physical skills for an employee to be successful in your industry/sector?** *
Mark only one oval per row.

	Not at all	Somewhat important	Important	Very important
Operation of power tools	◯	◯	◯	◯
Operating vehicles, mechanized devices, or equipment	◯	◯	◯	◯
Repairing and maintaining mechanical equipment	◯	◯	◯	◯
Repairing and maintaining electrical equipment	◯	◯	◯	◯
Performing general physical activities	◯	◯	◯	◯
Handling and moving objects	◯	◯	◯	◯

American Job Center (AJC) Awareness

21. **Are you aware of the American Job Centers (AJC)?** *
Mark only one oval.

◯ **Yes** *Skip to question 21.*
◯ **No** *Skip to question 28.*

American Job Center (AJC) Experience

22. **Have you utilized American Job Centers (AJC) workforce/labor?** *
Mark only one oval.

◯ **Yes** *Skip to question 22.*
◯ **No** *Skip to question 28.*

American Job Center (AJC) Utilization

23. **How many AJC members have you hired?** *
Mark only one oval.

◯ **1-5**
◯ **5-10**
◯ **Other**

24. **When did you hire an AJC member ?** *

Example: December 15, 2012

25. **Were you satisfied with the American Job Center (AJC) response time to hire?** *
Mark only one oval.

	1	2	3	4	5	
Not so much	◯	◯	◯	◯	◯	Very

26. **Were you satisfied with the labor provided by American Job Center (AJC) member and the professionalism?** *
Mark only one oval.

	1	2	3	4	5	
Not so much	◯	◯	◯	◯	◯	Very

27. **Where you satisfied with the customer service of American Job Center (AJC)** *
Mark only one oval.

	1	2	3	4	5	
Not so much	◯	◯	◯	◯	◯	Very

28. **What about the American Job Center (AJC) would you improve?** *

American Job Center (AJC) Employer Needs

29. **What training could the American Job Center (AJC) provide that would be useful to your business?** *

30. **Is your company interested in training American Job Centers (AJC) participants in order to meet your future labor needs?** *
Mark only one oval.

- ◯ Yes
- ◯ No

31. **Are you interested in learning more about American Job Centers (AJC) and how they can assist you with your labor needs?** *
Mark only one oval.

- ◯ Yes
- ◯ No

Appendix B: NIGP Codes

The table below shows the NIGP codes used to refine the list of respondents.

NIGP CODE	DESCRIPTION
914-68-00	Construction Services Trade; Plumbing, Building Maintenance; Plumbing Maintenance
959-39-00	Construction Services, General (Marine)
918-00-00	Consulting Services
918-17-00	IT Consulting
918-20-00	Business Consulting, Small
918-21-00	Business Consulting, Large
918-26-28	CONSULTING, COMMUNICATIONS, PUBLIC RELATIONS
918-28-00	Computer Hardware Consulting
918-29-00	Computer Software Consulting
918-31-00	Construction Consulting
962-13-00	Hospitality Services (Incl. Wine and Cheese Events)
977-35-00	Entertainment and Hospitality Equipment Rental or Lease
961-47-00	Law Enforcement Services (Including Process Server Services)
952-61-00	Law Enforcement - Community Relations Services (Incl. Victim Notification Services)
990-22-00	Card Access Security Services
990-46-00	Guard and Security Services
990-78-00	Security Services, Hazardous Waste Site
948-00-00	HEALTH RELATED SERVICES
948-07-00	Administration Services, Health
948-47-00	Health Care Center Services
948-48-00	Health Care Services (Not Otherwise Classified)
952-62-00	Mental Health Services: Vocational, Residential, Etc.
953-48-00	Health/Hospitalization (Including Dental and Visual Insurance)
958-56-00	Health Care Management Services (Including Managed Care Services)
958-57-00	Mental Health/Retardation Management Services (Incl. Operations, Facilities Maintenance, Nursing, Food Service, etc. 24/7
952-00-00	Human Services

DISTRICT OF COLUMBIA
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
WORKFORCE IMPLEMENTATION GUIDANCE LETTER (WIGL)

DATE: January 6, 2017

NO: DC-WIGL-2017-001-WIOAAdultEligibilityandPriorityofService

TO: LOCAL WORKFORCE DEVELOPMENT SYSTEM STAKEHOLDERS
AMERICAN JOB CENTERS
WIOA YOUTH SERVICE PROVIDERS
WIOA ELIGIBLE TRAINING PROVIDERS
DEPARTMENT OF EMPLOYMENT SERVICES (DOES)
OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION (OSSE)
DEPARTMENT ON DISABILITY SERVICES (DDS)
DEPARTMENT OF HUMAN SERVICES (DHS)

FROM: ODIE DONALD II
Executive Director, Workforce Investment Council (WIC)

SUBJECT: WIOA TITLE I ADULT ELIGIBILITY AND PRIORITY OF SERVICE GUIDELINES

1. **Purpose.**
To provide guidance for adult eligibility and priority of service.

2. **References.**
WIOA Section 134 (c)(3)(E)
WIOA Final Rule 680.600
WIOA Section 3 (36)
WIOA Section 3 (5)(B)
WIOA Section 3 (63)(A)
Jobs for Veterans Act 38 U.S.C. 4215 (2)
DC WIOA Unified State Plan
District of Columbia Workforce Investment Council Policy Manual
Prior DC WIOA Policies
All Policy Guidance to be housed at http://dcworks.dc.gov

3. **Definitions.**

WIGL – Workforce Implementation Guidance Letter
WIC – District of Columbia Workforce Investment Council
DOES – District of Columbia Department of Employment Services
AJC – American Job Center
LWDA – Local Workforce Development Area
LWDB – Local Workforce Development Board (the DC WIC)
WIA – Workforce Investment Act
WIOA – Workforce Innovation and Opportunity Act
USDOL – United States Department of Labor
R – Revised. When updates are made to WIGL letters, the R will serve as an indicator that a revision has been made, along with a revision number if multiple adjustments are made.

4. **Background.**

The WIC is currently developing policy on adult eligibility. However, the WIC seeks to provide interim guidance on adult eligibility and priority of service prior to the distribution of the policy. While WIOA Title I eligibility requirements remain largely consistent with WIA, there are significant changes to service priority provisions.

5. **Guidance.**

WIOA ADULT ELIGILITY: To be eligible to receive WIOA services as an adult, an individual must:

- Be 18 years of age or older;
- Be a citizen or noncitizen authorized to work in the United States; and
- Meet Military Selective Service Registration requirements (males only)

SERVICE PRIORITY: Consistent with WIA, priority for adult services must be given to recipients of public assistance and other low-income individuals (as defined in WIOA sec. 3(36)), with added priority for individuals who are basic skills deficient (as defined in WIOA sec. 3(5)(B)) in the local area. Under WIA, this priority applied only when adult funds were limited. However, under WIOA, priority applies regardless of funding levels.

VETERANS PRIORITY OF SERVICE: Veterans under WIOA sec. 3 (63)(A) receive priority of service as described in the Jobs for Veterans Act (38 U.S.C. 4214 (2)). Veterans and eligible spouses of veterans who otherwise meet the eligibility requirements for adult programs must receive the highest priority for services.

ORDER OF PRIORITY: Priority must be provided in the following order:

- First, to veterans and eligible spouses who are also recipients of public assistance, are low income individuals, or who are basic skills deficient. Military earnings are not to be included as income for veterans and transitioning service members;
- Second, to individuals who are not veterans or eligible spouses who meet WIOA adult formula funds priority criteria;
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups; and
- Fourth, to individuals outside the groups given priority under WIOA

6. Action Requested.
Effective immediately. Please distribute this WIGL to appropriate individuals.

7. Attachments.
None.

8. Inquiries.
Inquiries regarding this guidance should be directed to:

Rosalyce Broadous-Brown
Policy Analyst | Workforce Investment Council (WIC)
W: 202.715. 2854 | E: rosalyce.broadous-brown@dc.gov

9. Expiration.
Continuing.

Provider name	*Course name*	*Negotiated rate per ITA*	*Rate breakdown—e.g. training, certification exam, support services*	*Number of ITAs in FY18**	*Explanation of why costs differ for the same course at different providers***
1st CDL Training Center of NOVA	Commercial Driver's License (CDL), Class A (Tractor Trailer) Commercial Driver's License (CDL), Class B (Automatic Bus) Commercial Driver's License (CDL), Class B (Manual Dump Truck)	$ 4,500.00	$4,000.00 (tuition) $500.00 (other cost including tools and books)		
Byte Back	Comp TIA A+ Certification Microsoft Office Specialist (MOS) Excel Microsoft Office Specialist (MOS) Outlook	$ 4,000.00	$ 4000.00 (tuition)		
Career Technical Institute	PC Specialist Plus (Generalist Specialization)	$ 16,295.00	$16, 245 (tuition) - $50 (other cost including tools and books)		
	PC Specialist Plus (Computer Support Specialization)	$ 16,295.00	$16, 245 (tuition) - $50 (other cost including tools and books)		
	PC Specialist Plus (Bookkeeping Specialization)	$ 16,295.00	$16, 245 (tuition) - $50 (other cost including tools and books)		
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	Medical Assistant	$ 16,995.00	$16, 945 (tuition) - $50 (other cost including tools and books)		
	Help Desk Professional	$ 13,795.00	$13, 745 (tuition) - $50 (other cost including tools and books)		
	Microsoft Systems Administrator (MCSA)	$ 13,995.00	$13, 945 (tuition) - $50 (other cost including tools and books)		
DC Central Kitchen	Culinary Training Program	N/A			
Destined for Greatness/ Amala Lives	Culinary Art	$ 9,430.00	$9080 (tuition) - $350 (other cost including tools and books)		
	Hospitality	$ 9,780.00	$9430 (tuition) - $350 (other cost including tools and books)		
Healthwrite Training Academy	Certified Nursing Assistant	$ 2,377.00	$1560 (tuition) - $817 (other cost including tools and books)		
	Home Health Aide	$ 2,365.00	$1560 (tuition) - $805 (other cost including tools and books)		
Intellectual Point	CompTIA Network+ w/ Exam	$ 1,801.00	$1801 (tuition)		
	CompTIA Security + w/Exam	$ 1,829.00	$1829 (tuition)		
	Certified Information Systems Security Professional (CISSP) w/ Exam	$ 2,698.00	$2698 (tuition)		
	Project Management Institute's Project Management Professional (PMP) w/Exam	$ 2,954.00	$2954 (tuition)		
	Information Technology Infrastructure Library (ITIL) w/Exam	$ 1,583.00	$1583 (tuition)		
	Cisco Certified Network Associate (CCNA) w/Exam	$ 2,349.00	$2349 (tuition)		
	Splunk Certified Architect & Tableau Programmer w/ Exam	$ 1,899.00	$1899 (tuition)		
ITC Technologies	CompTIA A+	$ 1,400.00	$1000 (tuition); $400 (other cost including tools and books)		
	CompTIA Network +	$ 1,400.00	$1000 (tuition); $400 (other cost including tools and books)		
	CompTIA Security+	$ 1,900.00	$1500 (tuition); $400 (other cost including tools and books)		
	Certified Authorization Professional (CAP) Certification	$ 2,500.00	$2000 (tuition); $500 (other cost including tools and books)		

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Opportunities Industrialization Center of Washington (OIC)	Comp TIA A+ Computer Repair	$ 4,000.00	$4000 (tuition)		
	Customer Services for Hospitality & Retail Sales	$ 3,500.00	$3500 (tuition)		
	Home Health Care Aide	$ 4,000.00	$4000 (tuition)		
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	Information Technology-Local Area Network (LAN)	$ 4,000.00	$4,000 (tuition)		
	Commercial Driver's License-Class A	$ 4,000.00	$3,00 (tuition); $500 (other costs including tools and books)		
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Westlink Career Institute	Emergency Medical Technician - Advance – 20 weeks	$ 4,000.00	$4,000 (tuition)		
	Emergency Medical Technician –Basic – 20 weeks	$ 4,000.00	$4,000 (tuition)		
	Medical Assistant – 36 weeks	$ 4,000.00	$4,000 (tuition)		

*** Program Year 2018 data for ITAs is currently being reviewed for accuracy. Data will be shared once it is available.**

*** The Office of Contracting and Procurement negotiates Human Care Agreements, including ITA rates, and rates vary depending on unique attributes of each provider's program.**

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WIOA Funding, FY16-19

		Funding amount ($)			
Funding stream		**FY16 (PY15)**	**FY17 (PY16)**	**FY18 (PY17)**	**FY19 (PY18)**
WIOA Title I Adult state	DOES	$211,952	$424,446	$421,693	$448,424
	WIC	$159,452	$203,790	$246,072	$285,486
	Total	**$371,404**	**$628,236**	**$667,765**	**$733,910**
WIOA Title I Adult local	DOES	$1,907,571	$2,405,195	$2,389,592	$2,541,072
	WIC				
WIOA Title I Youth state	DOES	$230,779	$462,958	$459,649	$505,446
	WIC	$116,498	$273,145	$363,792	$317,222
	Total	**$347,277**	**$736,104**	**$823,441**	**$822,668**
WIOA Title I Youth local	DOES	$2,077,014	$2,623,430	$2,604,676	$2,864,196
	WIC				
WIOA Title I Dislocated Worker state	DOES	$476,577	$1,042,735	$1,025,669	$1,256,164
	WIC	$267,595	$320,887	$447,593	$454,749
	Total	**$744,172**	**$1,363,623**	**$1,473,262**	**$1,710,914**
WIOA Title I Dislocated worker local	DOES	$2,967,050	$3,459,868	$3,869,045	$5,234,032
	WIC				
WIOA Governor's reserve (state set-aside)	DOES				
	WIC				
WIOA Title II (Adult Education)	OSSE	$1,267,836	$1,229,172	$1,245,200	$1,289,224
WIOA Title III (Wagner-Peyser/Employment Services	DOES	$2,088,474	$2,096,429	$2,025,611	$1,988,531
WIOA Title IV (Vocational Rehabilitation)	DDS	$16,117,707	$14,976,756	$16,143,909	$12,687,212

Note:

(1) DOL refers to Fiscal Year (FY) as Program Year (PY). The program year starts on July 1st.
(2) Highlighted DOES amounts represent the total award received from DOL during that program year.
(3) WIC MOU amount received in fiscal year does not tie back due to FIFO (first in first out); and because of FIFO we may be spending prior funding.
(4) WIC only receives state funds; therefore no funding is shown in local.
(5) Governor's reserve (state-set-aside) and state funds are one and the same.

Career Pathways Community of Practice FY 2018 Project Snapshot

The Workforce Investment Council's Career Pathways Community of Practice is focused on supporting the District's efforts to enhance and improve youth services, adult education, and workforce services provided in the District through the adoption of career pathways models and best practices and the preparation of providers to become a part of a career pathways system. A variety of trainings, meetings, and surveys were facilitated by Maher & Maher under the leadership of the Workforce Investment Council and the Career Pathways Task Force. The following are highlights from FY 2018.

Career Pathways Development

Development of career pathways in the District is a main goal of this project. The following steps are part of the process of career pathways development:

- Identify existing career pathways assets and resources in the District;
- Review of LMI to inform the development of data-driven pathways in target sectors;
- In collaboration with industry stakeholders, develop career pathway maps; and
- Finalize career pathways maps in target sectors.

In FY 2018, progress was made in meeting this goal through a planning meeting with District business champions, meetings with individual organizations to gather feedback on their work in target industries, three industry-specific meetings with District businesses, and a one-day sector partners forum. More information follows:

Career Pathways Planning Meeting
June 27, 2018
The project team met with District employers from three target industries – Law Enforcement & Security, Transportation & Infrastructure, and Information Technology – to discuss the importance and goals of career pathways development and share the career pathway process and timeline. During this meeting, roles and responsibilities of "employer champions" were discussed, including identifying/engaging additional employers in the three industries who were willing to be involved in the career pathways development efforts; providing information and insights about the respective industries, growing/demand occupations, and typical career progressions; and validating data and drafts of career pathways through a systematic and transformational framework.

Individual Career Pathways Meetings
August – September 2018
The Maher team met with a number of different organizations to discuss their career pathways and sector strategies work and gather feedback and input including: IDEA Public Charter School, Byte Back Inc., GRID Alternatives, Potomac Job Corps, Career Technical Institute, and Urban Ed.

Employer Meetings
August – September 2018
Maher facilitated meetings with businesses from the three targeted industries over the course of August and September. During these meetings, the WIC and Maher worked with groups of employers to identify their highest-priority career pathway for development and began to map the key occupations at all levels of the pathway and define the associated requirements for each occupation (e.g. educational attainment level, credentials, and other items).

Sector Partners Forum
September 20, 2018
The Maher team, along with the WIC, facilitated a day-long forum of District sector partners in mid-September. The goal of this event was to hear from target industry representatives about workforce trends and needs and progress on efforts to develop career pathways in key District industry sectors; identify characteristics of successful partnership efforts and

explore strategies for further developing partnerships to address industry workforce needs; and help partners prepare for upcoming work, including using career pathway maps with students and job seekers and aligning education and training programming to support identified pathways. Facilitators led participants through a series of short discussion sessions to identify specific ideas for how District partners can coordinate and integrate their services for job seekers and workers; align their efforts around business outreach, engagement, and service delivery; and build and maintain partnerships and systems.

Approximately 15 people attended this forum, and shared the following feedback:

- *86% rated the overall quality of the event as "Very Good" or "Excellent" and indicated the information presented was "very useful" to their work.*
- *Attendees particularly enjoyed the panel presentation, as it provided "an opportunity to hear from and network with successful companies to further develop partnerships" and also provided "anecdotal evidence of the work being done in the District."*
- *"The forum was very informative and useful regarding connecting with other like-minded community organizations."*

Training Courses

The following training courses were presented as part of the Career Pathways Community of Practice work in FY 2018. These topics for these courses were selected based on feedback from the Career Pathways Task Force, as well as from evaluation surveys from FY 2017 in which training attendees were asked to identify areas in which they would like additional assistance/resources. The FY 2018 courses were delivered by Maher's training partner, Workforce Training Professionals Institute (WPTI).

Foundations for the Future (via webinar)
May 15, 2018
Foundations for the Future was a career pathways introductory course with a curriculum designed to help system staff understand the transformational vision of District partners, why the District is focusing on workforce system transformation, and what their critical roles will be in support of the transformation. This course was presented virtually in FY 2018, and 38 people attended this virtual training.

Evaluation feedback:

- *77% of respondents indicated the information presented was relevant/useful to their work.*
- *"You understand our challenges and those challenges of our clients/students. This assures us that we have realistic support and a true intention to ensure that these efforts work."*

Career Advising Around Sectors, Pathways, and Work-Based Learning (via webinar)
June 13, 2018
This course was an introduction designed to familiarize frontline staff with career advising and coaching strategies that are grounded in a solid understanding of industry sector needs, demand occupations, career pathway advancement, and work-based training. The course aimed to assist staff in expanding their customer advising skills beyond traditional case management approaches. 35 people attended this training.

Evaluation feedback:

- *71% of respondents rated this training as "Excellent."*
- *"The coaching piece with the open-ended questions to set up this model with customers [was the most useful aspect of this training]. I also liked the resources shared by the trainer and those shared by the participants."*

Integrated and Contextualized Education (in-person course)
July 10, 2018
This course provided a deeper dive on best practice integrated and contextualized education models from the field. Participants learned about the differences between "integrated" and "contextualized" education, as well as program design, implementation and outcomes.

Evaluation feedback:

- *52% rated the training as "Excellent".*
- *"I plan to apply integrated and contextualized program characteristics to the existing program at my agency."*

Performance Measurement (via webinar)
September 25, 2018
This training provided information on establishing, tracking, and continuously improving on customer-focused performance measures including and beyond program and funding stream-specific measures. Participants learned how to access, interpret, communicate, and make decisions informed by data and were introduced to implementing a cycle of continuous improvement. 23 people attended the webinar.

Evaluation feedback:

- *Participants found the training "useful" and "very useful."*
- *"It provided really good insights on the importance of contextualizing data and the importance of congruence."*

Provider Survey and Directory

As part of the WIC's continuing efforts to align and coordinate the services and resources available to District residents through workforce development service providers, an electronic provider survey was created and distributed in FY 2018. The collected survey data will be used to populate a Provider Directory, a searchable PDF document that will be posted on the Workforce Investment Council's website for use by partners in making referrals. This directory will be available in October 2018 and updated regularly to ensure the information remains current. Data points include geographic locations served, populations served, and services currently being provided.

Customer Flow Mapping

As part of the FY 2018 work, Maher planned to provide support for an American Job Center (AJC) service process/customer flow mapping effort. This effort was designed to focus on mapping service delivery and customer flow from the perspective of AJC customers and their service experience in DC AJCs. Plans for this effort were modified over the course of the fiscal year. Maher instead focused on outlining an "ideal" but generalized customer flow/service process that could be widely implemented. A companion resource describes key elements of a quality customer service/service process, such as one-time customer data collection, facilitated/warm referrals, and team-based case management. The resource will be released in November 2018.

Career Pathways Task Force Meetings

The project team meets with the Career Pathways Task Force on a quarterly basis to share updates, seek feedback on project activities, and receive guidance on upcoming project activities. Summaries from FY 2018 meetings are below:

Career Pathways Task Force Quarterly Meeting
May 4, 2018
Maher attended and helped facilitate the May Career Pathways Task Force meeting. During the meeting, the project team:

- Reviewed the project scope of work for the contract year;
- Reviewed the tentative timeline;
- Introduced and discussed the possibility of an Innovation Cohort; and
- Responded to questions and concerns from Task Force members.

Career Pathways Task Force Quarterly Meeting
July 20, 2018
During the second Career Pathways Task Force meeting in July, the project team updated the Task Force on:

- Career pathways development in three of the high-demand industries;
- Development of working groups in these respective sectors;
- Plans for a DC Workforce provider survey and subsequent directory; and
- Updates on the Community of Practice trainings.

OFFICE OF CONTRACTING & PROCUREMENT

PAST PERFORMANCE EVALUATION FORM

Contractor:	Maher & Maher (Growth	Name of Organization:	DC Workforce Investment Council
Type of service received:		Contract Number:	DCEB-2017-C-0001
Contract Amount:	249,500.88	Period of Performance:	October 2018-December 2

Please check the appropriate box.

Performance Elements

	Unacceptable	Poor	Acceptable	Good	Excellent
Quality of Services/ Work	○	○	○	○	○
Timeliness of Performance	○	○	○	○	○
Cost Control	○	○	○	○	○
Business Relations	○	○	○	○	○
Customer Satisfaction	○	○	○	○	○

Please comment on the contractor's overall performance:

During this period, the contractor performed well and was communicative about project time-lines, progress, and challenges. The contractor helped to advance efforts in updating the Career Pathways Strategic Plan, Developed supplemental CoP Training Modules, and advanced the development of demand sector career pathways, among other efforts.

Evaluator's Name & Position:	Joseph Jaroscak	Telephone Number:	
Evaluator's Signature:		Date:	02/07/2018

WORKFORCE INVESTMENT COUNCIL
Community of Practice Training
Tuesday, May 15, 2018
1:00PM
Webinar

AGENDA

I. Welcome & Introductions

II. Vision and Priorities for the District of Columbia

III. What is the Workforce Development System

IV. WIOA Overview and Implications

V. Key Components of Career Pathways

VI. Application and Implementation

VII. Next Steps & Closing

Name
Andrea Bizzell
Bianca McManus
Billie Barnes
BP Walker
Cynthia Brown
Dana Lloyd-Bey
Elizabeth Bowman
Ellie Geraghty
Fernando Saldana
Gretchen Sullivan
Griselda Macias
I.Toni Thomas
Jamie Fragale
Jeremy Lares
Jessyna McDonald
Joe Wynn
kim lee
LaChaun Vire
LETTICA NICHOLS
Lisi Whitworth
Melanie Winfield
Melissa Hensel
Myra Deloatch
Nakia Lynch
Nancy Harvin
nedra jones
November DuBose
Sharice Davis
Sonte DuCote
Stacey Downey
Sylvia Bailey-Charles
Tasha De Marco
Terita Russell
Tionne Scott
Tracy Richard
Victor Robertson
Vincent KIernan
William McIntyre

WORKFORCE INVESTMENT COUNCIL
Community of Practice Training
Wednesday, June 13, 2018
1:00PM
Webinar

AGENDA

I. Welcome & Introductions

II. What is Career Advising?

III. Developing a Coaching Mindset

IV. Effective Coaching Techniques

V. Career Exploration and Advising Tools

VI. Resources and Next Steps

Name
Adrienne Stewart
Aiyi'nah Ford
Aja Gillis
Angelica Thomson
Aronny Noguera
Becky Nayak
Belinda Wiley
Bock Szymkowicz
BP Walker
Debra Wheeler
DyAnne Little
Eddie Curry
Eleadah Clack
Germaine Hughes
Jeremy Lares
LaChaun Vire
Latese Barksdale
Lauren Scott
Lonnie Murray
Mariam Nek
Marian Cooper
Mary Cabriele
Melissa Hensel
Miriamm Wright
November DuBose
Nury Marroquin
Okema Wade
Roshe Anthony
Rosie Robinson
Tawanna Wilkerson
Tia Watkins
Vanessa Ingram
Victor Robertson
Vincent KIernan
William McIntyre

WORKFORCE INVESTMENT COUNCIL
Community of Practice Training
Tuesday, July 10, 2018
10:00AM
UDC-CC Bertie Backus Campus
5171 South Dakota Ave NE, Washington, DC 20017

AGENDA

I. Welcome & Introductions

II. Warm Up

III. Brief Overview of Career Pathways

IV. Our Experience

V. Sector Strategies

VI. Key components and elements of Integrated and Contextualized Education

VII. Application and Implementation

VIII. Working within my Sphere of Influence

IX. Reflection and Wrap up

First Name	Last Name
Aiyi'nah	Ford
Andre	Dawkins
BP	Walker
David	Vicenty
Dayvie	Paschall
DeBorah	Johnson
DyAnne	Little
Frank	Van Atta
Jessyna	McDonald
Kenneth	Parker
Londrea	Dudley
November	DuBose
Pedro	Rios
Sylvia	Bailey-Charles
Tiffani	Powell
Desire	Grogan
Dr. Sharon	Conn
Sondra	Schneider
Isaiah	Davis
William	Danley

Title
Executive Director
Data Manager
Project Consultant
Workforce Development Manager
CEO
Principal Investigator
Director - Adult Programs
Employment Coordinator
Coordinator, Integrated Education and Tr
Mr.
Director
Job Development Specialist
Director of Outreach
Business Relations Specialist
Career Pathways Specialist
Interim Manager, Adult Literacy Resource Center
Director of Education
President
Program Manager
Program Manager, CJT Instructional Services

Company
The Future Foundation
Congress Heights Training
Catholic University, Metropolitan School of Professional Studies
Thrive DC
HAPTIC DC
Youth and Family Development Model
OIC/DC
DC Department on Disability Services/RSA
Opportunities Industrialization Center of DC
Literacy Volunteers and Advocates
Southeast Welding Academy
Academy of Hope
Career Technical Institute
DC Department on Disability Servcies
DC Central Kitchen
ALRC - DCPL Foundation
Career Technical Institute
Security University
Congress Heights
DC Central Kitchen

E-mail	Phone Number
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DayvieJPaschall@outlook.com	(202) 7256775
deborahjohnson810@yahoo.com	(202) 717-1767
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jmcdonald@oicdc.org	(202) 3730331
kenneth@lvanca.org	(301) 2838843
sewa@southeastweldingacademy.org	(202) 6109858
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SHARON.CONN@CAREERTECHNICAL.EDU	(202) 552-3049
s0ndra@securityuniversity.net	(203) 357-7744
isaiah@chctdc.org	(917) 5489171
tdanley@dccentralkitchen.org	(202) 6017306

Do you have any food allergies?
Yes
No
No
No
No
No
No
No
No
No
No
Yes
Yes
No
No
No
No
Yes
No
No

If yes, please provide additional detail on food allergies.

Pineapples
Fish & shellfish
No Pork

no dairy or wheat

WORKFORCE INVESTMENT COUNCIL
Community of Practice Training
Tuesday, September 25, 2018
1:00PM
Webinar

AGENDA

I. Welcome & Introductions

II. Defining Performance Measurement and Management

III. Overview of the DC WIC

IV. Overview of Best Practices
- Achieving Results
- Informing Our Programs

V. Implementation and Challenges

2235 Shannon Place SE, Suite 3031
Washington, DC 20020
T (202) 671-1554
w www.dcworks.dc.gov

Name
Andre Dawkins
Catherine Hoisington
Cynthia Brown
DaiJuan Wade
Daniel Savery
David Meloy
DyAnne Little
Jemahl Nixon
Joe Wynn
julieta machado
Justin Franks
Lisa bauer
Londrea Dudley
Mark Rivera
Monica Floyd
Nakia Lynch
Norma Solano
Pablo Venturino
Pamela Meade
Stacey Downey
Tawanna Wilkerson
Tiffani Powell
Yadilka Marquez

CAREER PATHWAYS COMMUNITY OF PRACTICE
DRAFT TRAINING PLAN OUTLINE

The following are topics proposed for contract year 2.

FOUNDATIONS FOR THE FUTURE ONLINE — MAY 15, 2018

This course is a web-based version of the training delivered in August 2017.

Course Length: 1.5 hours

Suggested format: Web-based training

Agenda

- Welcome & Introductions
- Vision and Priorities for the District of Columbia
- What is the Workforce Development System
- WIOA Overview and Implications
- Key Components of Career Pathways
- Application and Implementation
- Next Steps

CAREER ADVISING AROUND SECTORS, PATHWAYS AND WORK-BASED LEARNING — JUNE 13, 2018

Course Summary: This course is an introduction designed to familiarize frontline staff that work with customers with career advising and coaching strategies that are grounded in a solid understanding of industry sector needs, demand occupations, career pathway advancement, and work-based training. The course will assist staff in expanding their customer advising skills beyond traditional case management approaches.

Upon completion of this course, participants will be able to:

- Understand the foundational components of industry sector strategies, career pathways, and work-based learning
- Understand how to use labor market information and other sources of data to best advise customers about career opportunities and career development in the context of their regional economy
- Practice career coaching strategies that offer customers relevant information and enable them to make informed decisions about their career development paths

Target Audiences: Case managers, employment specialists, career advisors, etc.

Course Length: 1.5 hours

Suggested format: Live, interactive webinar

Agenda

- Welcome & Introductions
- What is Career Advising?
- Developing a Coaching Mindset
- Effective Coaching Techniques
- Career Exploration and Advising Tools
- Resources and Next Steps

INTEGRATED AND CONTEXTUALIZED EDUCATION JULY 10, 2018

Course Summary: This course will provide a deeper dive on best practice integrated and contextualized education models from the field. Participants will understand the differences between "integrated" and "contextualized" education, as well as the definition and purpose of "Bridge Programs." These approaches can be applied at many levels to many populations. Some programs will want to strengthen basic skills in the context of an industry sector and career awareness. Other programs will teach occupational "hard" skills while strengthening basic literacy and math skills. Participants will learn about program design, implementation and outcomes.

Sector-based strategies are included in this training. Participants will understand the importance of using Labor Market Intelligence in making choices regarding program design.

Upon completion of this course, participants will be able to:

- Define "contextualized learning," "integrated instruction," and "bridge programs";
- Understand the purpose of these models;
- Make decisions about appropriate program design; and
- Develop a sectoral approach to program design.

Target Audiences: The District's workforce system staff and partners. This training is will be helpful to management and leadership staff, program directors, as well as front line workers such as teachers and case workers.

Course Length: 3-4 hours

Suggested format: In-person training

Agenda

- Welcome
- Introductions

- Warm Up
- Brief Overview of Career Pathways
- Our Experience
- Sector Strategies
- Key components and elements of Integrated and Contextualized Education
- Application and Implementation
- Working within my Sphere of Influence
- Reflection and Wrap up

PERFORMANCE MEASUREMENT SEPTEMBER 25, 2018

Course Summary: This course will provide information on establishing, tracking, and continuously improving on customer-focused performance measures including and beyond program and funding stream-specific measures.

Applying a version of logic models can help organizations align their services and intended outcomes. Strengths, gaps, and opportunities for improvement can be identified. We will explore strategies to create an explicit shared vision of outcomes. In addition, we will address how to align services to meet those intended outcomes. We will look at the use of data, and how to access, interpret, communicate, and make decisions informed by data. Participants will be introduced to implementing a cycle of continuous improvement.

Upon completion of this course, participants will be able to:

- Identify key program performance indicators;
- Identify customer-focused measures beyond program/funding stream-specific measures;
- Better equip staff to meet interim milestones;
- Use data to examine factors influencing performance; and
- Improve program design and operational practices through outcomes management and continuous improvement.

Target Audiences: The District's workforce system and partner staff

Course Length: 1.5 hours

Suggested format: Live, interactive webinar

<u>Agenda</u>

- Welcome and Introductions
- Defining Performance Measurement and Management
- Expectations of the DC WIC
- Overview of Best Practices
    - Achieving Results

    - Informing Our Programs
- Implementation and Challenges

CAREER PATHWAYS COMMUNITY OF PRACTICE
DRAFT TRAINING PLAN OUTLINE

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Suggested format: Live, interactive webinar

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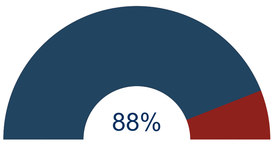
WORKFORCE INVESTMENT COUNCIL

DC COMMUNITY OF PRACTICE

District of Columbia Career Pathways Services

Survey Results November 2017

A total of **43** responses were submitted by variety of District organizations to a survey that was created to identify existing career pathway assets and efforts in the District with **60%** identifying as education/ training providers



Currently participating in a career pathway

Industry Focus of Career Pathway Efforts

- 12 IT & Business Admin
- 11 Hospitality
- 10 Construction
- 8 Healthcare
- 6 Other
- 4 Law Enforcement & Security
- 1 Infrastructure

Only **14** of the **39** occupations that are focused on by providers are on the District's list of high-demand occupations

Communicating Pathways



80% of the respondents share information related to Career Pathways through face-to-face counseling or case management

Top Three Services Provided

Education Services

17 Provide assessements for placement of indviduals into educational programs

14 Provide contextualized, work-based curriculum and instruction

13 Provide cohort-based education and training

Employment Services

24 Assist with resume writing

23 Provide career counseling/ coaching

20 Assist with job search activities

Key Partners

The most commonly cited key partners in career pathways effort include community based-organizations, adult education providers and the public workforce system

81% indicated they are involving employers in their career pathways efforts. Of that 81%,

86%

noted these employers are engaged individually vs an industry partnership



Top Five Barriers

- Up-skilling individuals with very low skills
- Challenges in engaging individuals with low skills in career development/ advancement
- Organizations working in silos
- Lack of awareness of what other organziations in the District are providing for programs and services
- Difficulting engaging and keeping employers engaged

Top Five Gaps

- Skill development resources for low-skilled youth and adults
- Supportive services adequate to meet the needs of District residents
- Education and training programs aligned to the needs of the region's key industries
- Employment-related services to prepare residents for jobs along critical career pathways

Next Steps

01 Conduct future training focused on the identified gaps

02 Engage and partner with groups of employers in target industry sectors around career pathways aligned to real industry needs

03 Build partnerships between providers to increase alignment and eliminate silos

DC Career Pathways
Communities of Practice Project
Needs Assessment and
Focus Group Findings

June 14, 2017

Presented to:

District of Columbia
Workforce Investment Council

Presented by:

Maher & Maher
Investment Advisors for Talent Development.
3535 Route 66, Bldg. 4
Neptune, NJ 07753
www.mahernet.com

DC Career Pathways Community of Practice Project
Needs Assessment and Focus Group Findings

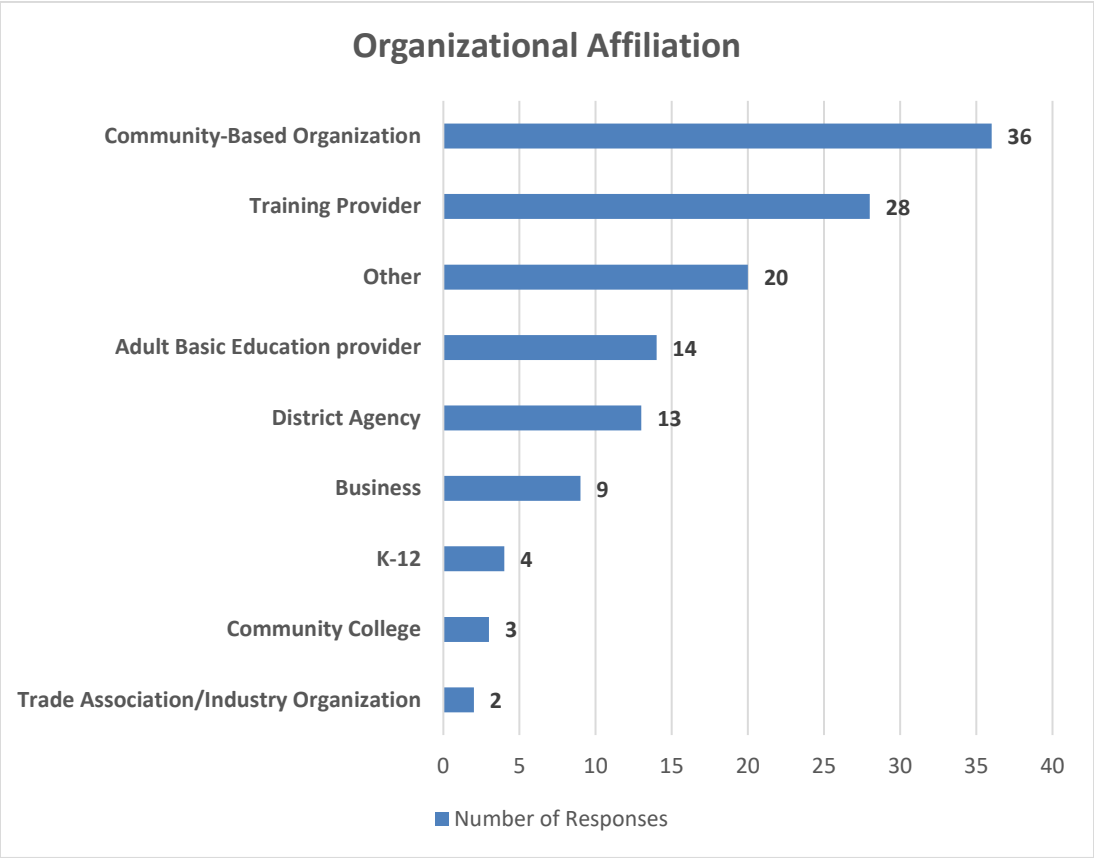
Overview

The DC Career Pathways Community of Practice project is focused on supporting the Career Pathways Task Force's system-wide efforts to enhance and improve youth services, adult education, and workforce services provided in the District through the adoption of career pathways models and best practices; strengthening outcomes for DC residents through these enhanced services; and preparing providers to become a part of a career pathways system.

DC Career Pathways Community of Practice Needs Assessment Survey Results

As part of efforts to assess the current system, a needs assessment survey was created and disseminated to gather information from those engaged in the workforce development system – as a provider, educator, business, or partner. The results of the survey will be used to plan the training and technical assistance offerings that best meet stakeholder interests and needs. A summary of the 129 responses is below.

Organizational Affiliation and Respondent Roles



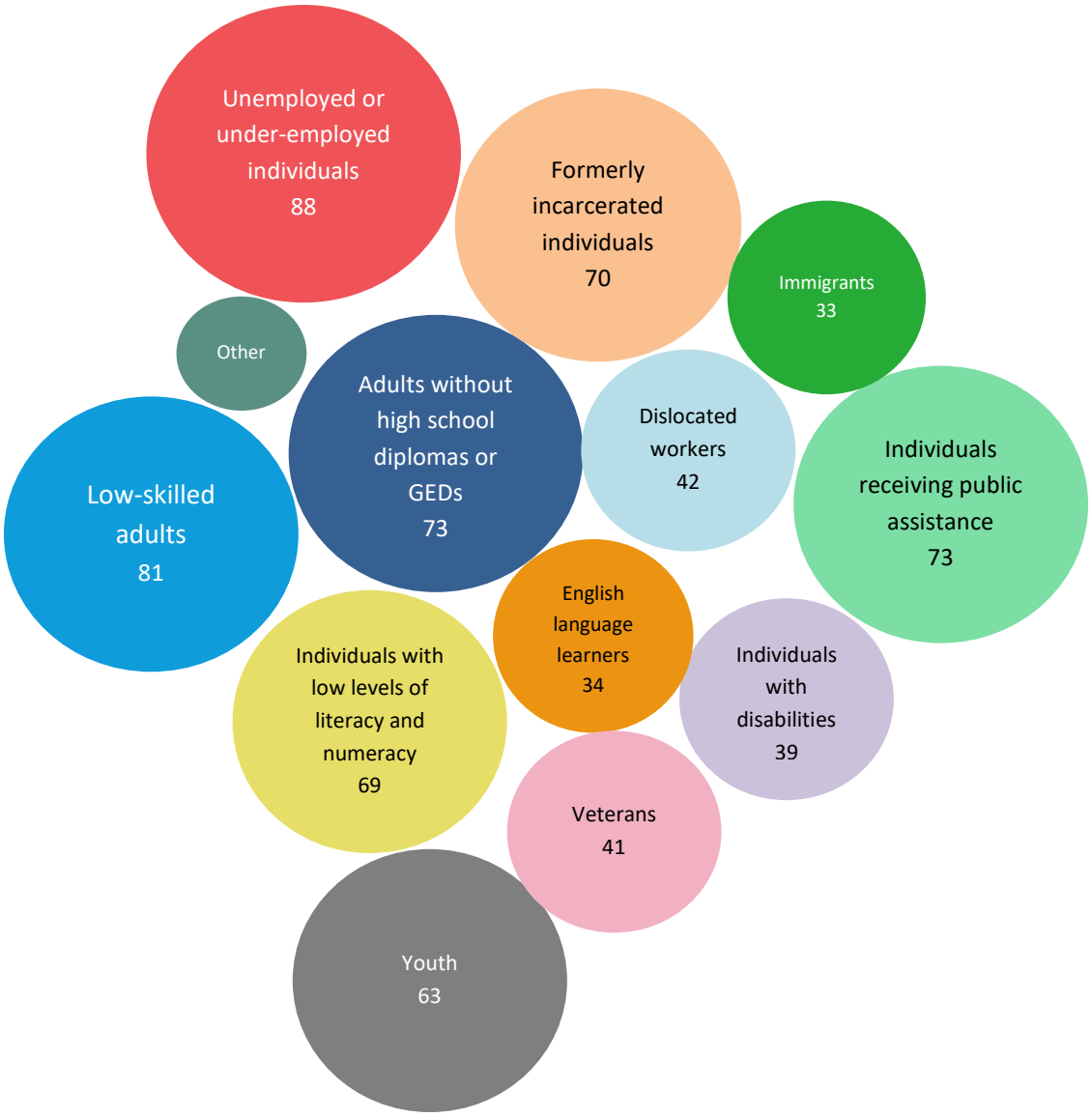
Respondent's Role within His/Her Organization:

- Executive, Administrator – 35%
- Program Manager - 27%
- Other (Director, Manager, Consultant, Development Specialist, Analyst)– 19%
- Case Manager, Frontline Staff – 9%
- Instructor, Teacher – 9%

There were no responses recorded from Economic Development Organizations or 4-year Colleges or Universities, and a low response rate from other education partners (K-12 and community colleges). Within their respective organizations, survey respondents had several different roles – 35% reported they were executives or administrators; and 27% reported they were program managers. There were a variety of responses in the "other" category – consultants, directors, managers, and analysts were noted.

Survey Respondent Primary Service Populations

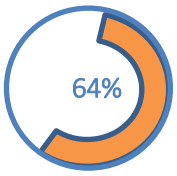
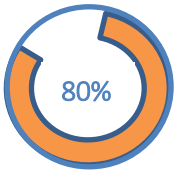
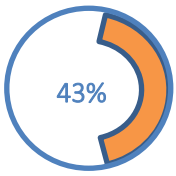
Survey respondents provide services to a wide array of populations, as indicated by the bubble chart below. Unemployed or under-employed individuals, low-skilled adults, adults without high school diplomas or GEDs, and individuals receiving public assistance were the most commonly selected responses, with over 70 organizations indicating they provide services to these populations.



Immigrants and English language learners were the least commonly selected as populations served. This response could identify a potential gap in services for these populations.

Survey responses showed, not surprisingly, that 100% of respondents provided services in the DC area. Services are also being provided in Maryland (by 26% of respondents) and in Virginia (by 20% of respondents). These numbers could indicate the value of a regional approach to Career Pathways efforts, as organizations are already collaborating outside the DC area in their current operations.

Training Preferences

		
Prefer a combination of virtual and in-person training methods	Most likely to attend a half-day training session	Indicated 16-30 participants in a training session is ideal

Sixty-four percent of survey respondents indicated they would prefer a combination of virtual and in-person training methods; 41% would prefer in-person trainings. In-person trainings, while beneficial due to face-to-face interaction, would require additional planning to ensure they are being held in an area centrally-located to many different stakeholders. Virtual training also has its benefits, such as participants being able to access it from their desk and the training recording being accessible on-demand. 80% of survey respondents would be most likely to attend a half-day training session. 43% of respondents indicated that 16-30 participants would be an ideal class size, 37% indicated 0-15 participants would be an ideal class size, 13% had no preference, and 7% would like a larger class size of 31-45 participants.

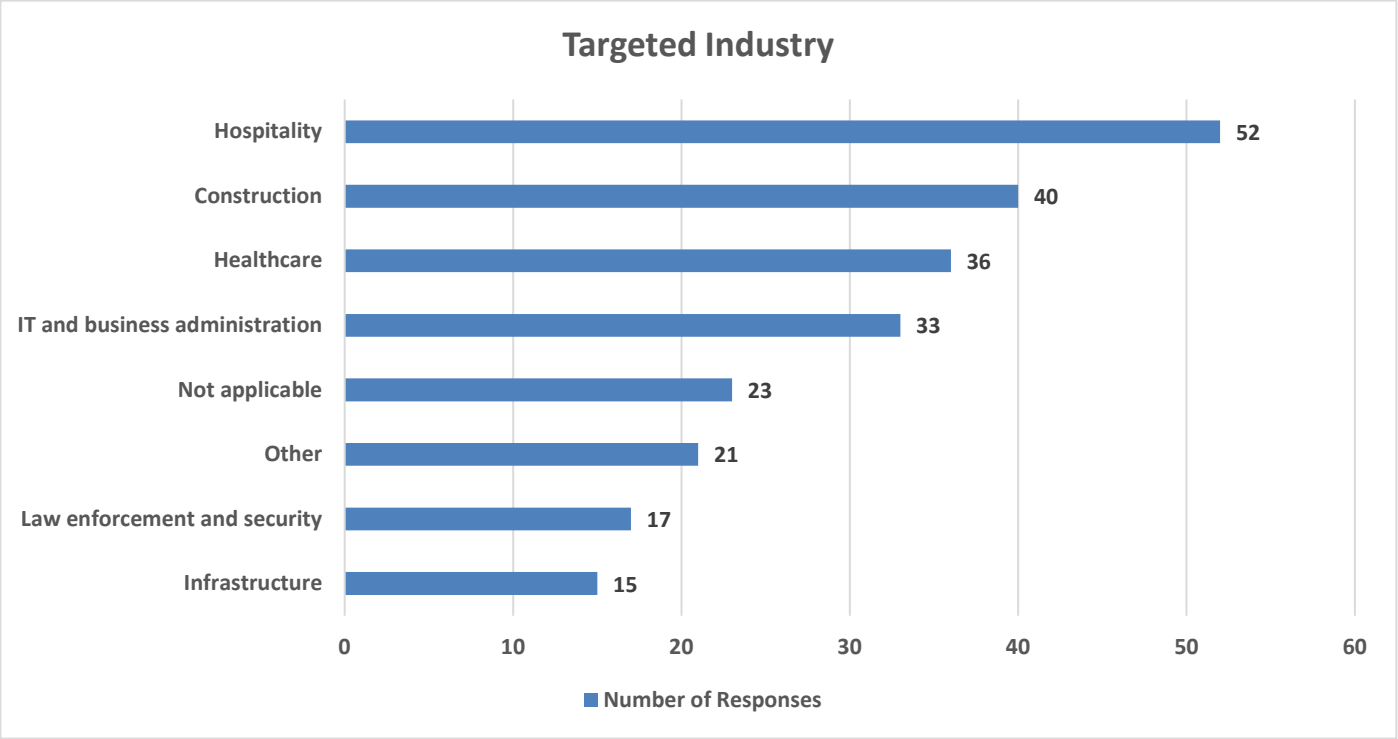
Engagement in Other Communities of Practice

Survey participants were asked about their involvement and engagement in other communities of practice (CoPs). 25% of respondents indicated they were currently involved in capacity-building CoPs such as Raise DC, Catholic Charities, and OSSE Reengagement Center. 75% of respondents were not engaged in a CoP at all. The responses to this question may indicate an opportunity to better engage with partners through a capacity-building CoP, as they are not currently devoting time and effort to other organized CoPs. It would also be worthwhile to explore the offerings of other District CoPs to diminish duplication of materials and resources and duplication of efforts.

Employer Partners/Industry Partnership Groups

Seventy-five percent of survey respondents indicated they are currently working with employer partners or working as part of an industry partnership group. The targeted industries with which respondents are working with are shown below, with hospitality and construction garnering the highest number of responses. Other targeted industries included in the "Other" category were retail, office/administrative, and transportation.

Responses to this question demonstrate that there are employer partnerships currently in place with a variety of different industries identified as targets by the District of Columbia. These relationships could potentially be enhanced through the creation of the Career Pathways community of practice.



Assistance with Establishing New Partnerships

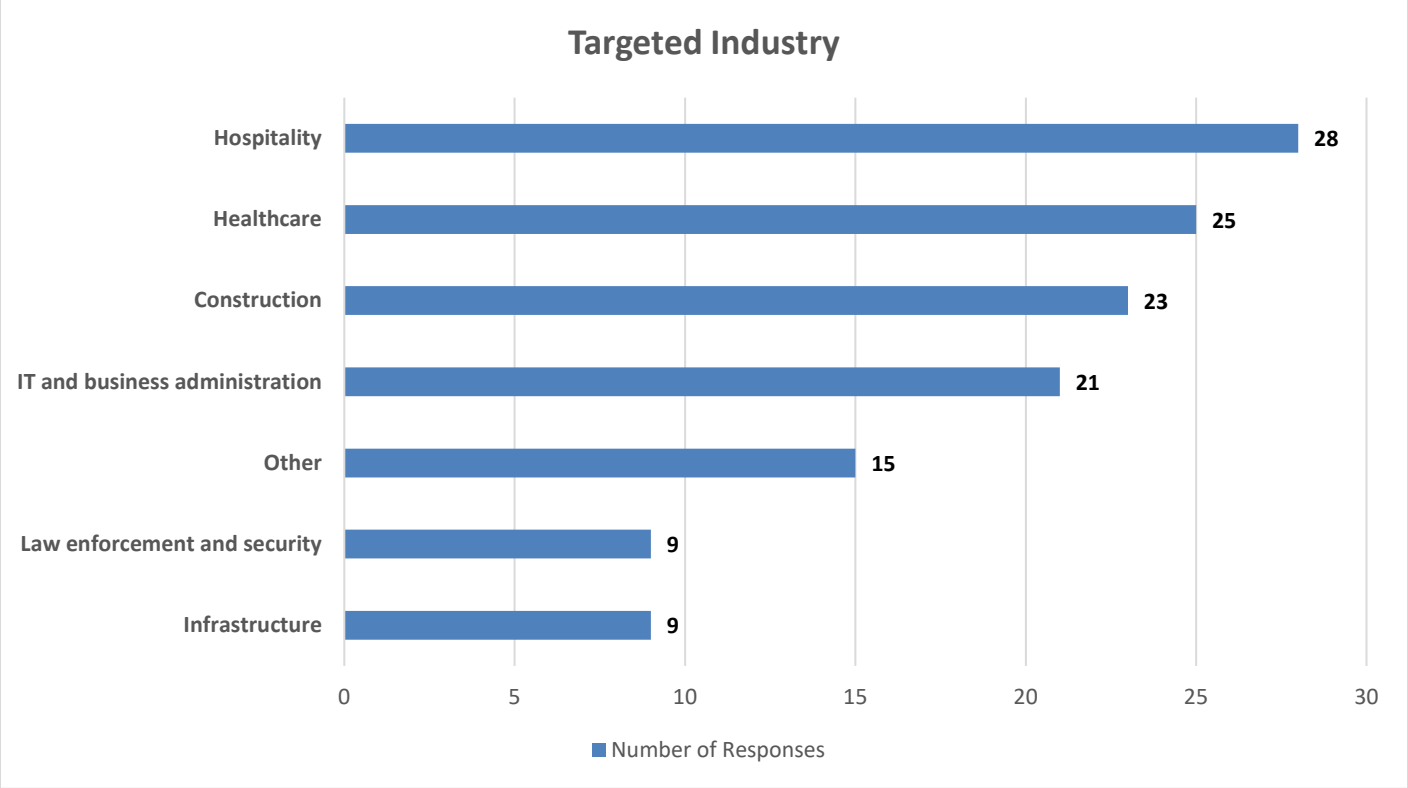
While some survey respondents do currently have employer partnerships in place, assistance is needed to foster new partnerships. Respondents indicated they are interested in developing, but have had difficulty establishing, relationships with the following partners (listed in no particular order):

Potential New Partners	
- Funders	- Women-based Organizations
- Employers	- Veterans
- Administration & Govt.	- IT/Technology Industry
- Industry	- DOES/WIC
- Affordable Housing	- Nonprofits
- Intermediaries	- Construction
- Higher Ed./Comm. Colleges	- Hospitality

Construction and hospitality are two areas included in this "wish list" of new partners. In the prior question, construction and hospitality ranked as the two highest targeted industries for which survey participants already have partnerships in place. A possible next step would be to connect those who are interested in establishing new partnerships in these industries with existing partnerships.

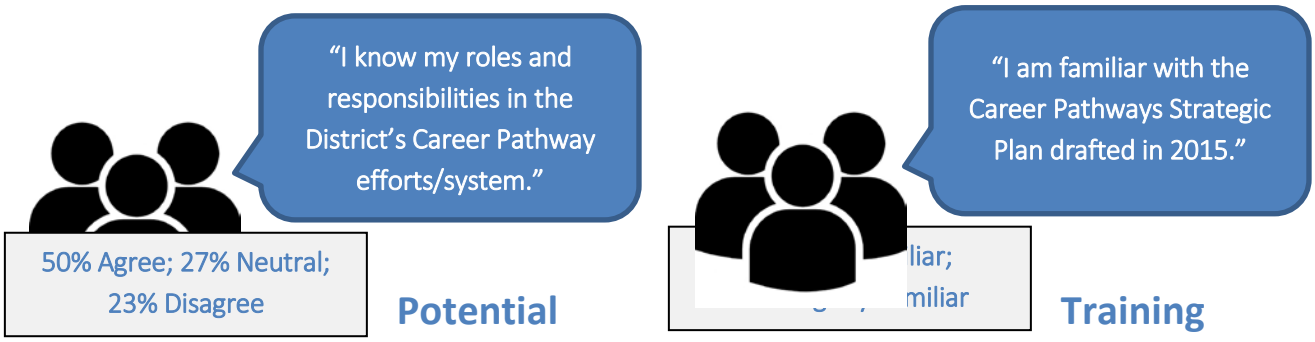
Formal Career Pathways Efforts

Forty-three percent of survey respondents indicated they are currently involved in a formal Career Pathways effort. The industries that respondents are working in are shown below. Hospitality and healthcare ranked the highest, with 28 and 25 responses respectively, and law enforcement/security and infrastructure ranked the lowest with 9 responses each. The experience of the 43% of respondents who are involved in formal efforts could be leveraged when developing and populating the Career Pathways community of practice. Successes, challenges, and lessons learned regarding their Career Pathways efforts could be shared with other stakeholders. The response rate of 43% also shows that there is still a need for a formal Career Pathways effort, as over half of respondents are not currently involved.



Respondents' Level of Engagement with the District's Current Career Pathways Efforts

Survey participants were asked about their current level of engagement with the District's current Career Pathways efforts. 50% agreed they knew their roles and responsibilities, and 50% disagreed or were neutral. 54% of respondents said they were either slightly familiar or not familiar with the Career Pathways Strategic Plan that was drafted in 2015. These numbers indicate a lack of information and knowledge regarding the District's Career Pathways efforts and system. This could be a key area of focus for the initial work of the project's training and technical assistance efforts.



Assistance Topics

Moving forward, the DC WIC is focused on providing relevant and engaging training and technical assistance to stakeholders involved in the Career Pathways system. To gauge which training and technical assistance topics were of the most interest, survey respondents were asked to rank a list of 16 potential topics. The top five topics are shown in the graphic below, which compiles the 79 responses to this question. Understanding and Using Labor Market Information tied with Integrated Education Models for the most interest, with Change Management/Measuring Systems Change third, Unified Business Engagement and Service Delivery fourth, and Performance Measurement fifth.



1. Using Labor Market Information (tie)
1. Integrated Education Models (tie)
3. Change Management/ Measuring Systems Change
4. Unified Business Engagement and Service Delivery
5. Performance Measurement

These responses will likely be the primary topics of the District's future training and technical assistance efforts.

Focus Group Summary

Focus groups were conducted on Tuesday, May 9, 2017, at the DC WIC office to delve deeper into the training and technical assistance needs of the partners from the workforce and education systems. Participants were split into three groups, based on organizational affiliation: community-based organizations; educational partners and training providers; and district agencies. Groups met for 90 minutes and provided invaluable feedback and insight into their training and technical assistance needs.

Approximately 15 attendees (total) shared their current career pathways efforts and described barriers and challenges they have encountered such as lack of clear communication and duplication of efforts, among others. Participants were interested in a community of practice and the ability to use this portal as a "one-stop shop" to find resources/providers/services – a place for existing career pathways components to be brought together. Groups also discussed the need for more effective, targeted marketing to highlight and accurately describe career pathways to a wide variety of audiences (participants, employers, etc.). Other major themes that emerged from focus group discussions were as follows:

- Building and sustaining relationships with employers
- Regionalism
- Disconnect between policy development and implementation and the need to engage providers in discussion on the implications of new policies
- A need to articulate how the system is structured and organized
- Assistance with braiding funding and integrating Career Pathways into ABE
- The need for better access to information about what's happening at the system level and with individual initiatives

Conclusions and Next Steps

Information gathered from the needs assessment survey and the focus groups will be used to formulate a training and technical assistance plan for the District's Career Pathways system and stakeholders. Needs identified by survey respondents and focus group participants are valuable sources of information to assist the District in rolling out a new Career Pathways Community of Practice, along with training and technical assistance. Next steps, based on survey results and focus group discussion, that were discussed with the Career Pathways Task Force include:

- **Asset map/inventory** – a map or inventory identifying career pathway-related assets/organizations that currently exist throughout the DC metro region.
- **Career Pathways Foundation Course** – a course which articulates the vision for sector strategies and career pathways in the District, provides an overview of the District's WIOA plan and the 2015 Career Pathways Strategic Plan, and articulates the relationship between these various planning efforts. It will explore the roles of various career pathways partners and illustrate what the system "looks like."
- **Career Pathways Training Plan** – a plan that outlines the courses that will be created through this project to build capacity among system stakeholders.

Deliverables and Tentative Timeline

Below is a list of deliverables currently planned for the Career Pathways Community of Practice project. Delivery dates are tentative and subject to change based on FY 2017 and 2018 planning.

Deliverable	Tentative Delivery Date

Training Plan	Third quarter FY 2017
Technical Assistance Strategy	Third quarter FY 2017
Training Curriculum	Fourth quarter FY 2017 - ongoing
Training Delivery	Fourth quarter FY 2017 - ongoing
Technical Assistance Delivery	Fourth quarter FY 2017 - ongoing
Content for Community of Practice	Fourth quarter FY 2017 – ongoing
Career Pathways Gap Analysis	Fourth quarter FY 2017
Environmental Scan	Fourth quarter FY 2017
Career Pathway Inventory/Asset Map	Fourth quarter FY 2018
Technical Assistance Report	First quarter FY 2018
Draft Career Pathways	First quarter FY 2018
Final Career Pathways	First quarter FY 2018

DC Career Pathway Communicty of Practice
Scope of Work

Updated: February 16, 2017

Phase 1 Preliminary Activities

Preliminary Activities. This effort will start with a kick-off meeting where we will work collaboratively on some important tasks with you, including:

- Discuss the goals and objectives of the project;
- Review and finalize the proposed project plan;
- Discuss the role of the Career Pathways Task Force as the project's leadership team; and
- Introduce our team leadership to the DC Project Point of Contact.
- Set up weekly conference calls

Finalize Work Plan and Timeline. The following timeline is a draft, proposed timeline which we will customize with you once the contract is awarded, the scope is finalized, and desired project timelines are confirmed.

Meet with the Career Pathways Task Force Quarterly. At the outset of the project, we will ensure that we have a clear understanding of the roles and responsibilities of the Career Pathways Task Force. Though we will need to validate with you, we envision the Task Force as the leadership team for the project and welcome the opportunity to engage regularly with the Task Force during quarterly meetings. At these meetings we will provide project and progress updates and gather member's input on ongoing project work.

Deliverables.

- Kickoff meeting with WIC team
- Finalize project plan and timeline
- Identification of primary point of contact for the project
- Set up weekly conference calls
- Meet with CP Task Force

Phase 2: Needs Assessment

Providers, Partners and Customers.
Once the work plan and timeline have been finalized, the first vital phase of work that the Maher Team will undertake with you is assessing the provider and partner interest in the Career Pathways CoP. This will be an inclusive community process using both qualitative and quantitative methods. We will work with you to identify all the K-12, Community College, University, Adult Education, Economic Development, Workforce Development, Community-

Based and Business and Trade Association partners in DC that should be engaged. Recognizing that the District of Columbia is the heart of a broader regional economy, we are willing to expand the provider and partner assessment process beyond the District's borders, if you are so inclined and the budget permits.

Assessment Approach.
Based on our experience with the establishment of other CoPs, we believe that electronic surveys (field-wide), focus groups (system customers) and in-person interviews (key customers, partners and providers) are the best means of gathering critical information from customers, providers and partners.

The Maher Team will develop an electronic survey, a focus group guide and a tool to guide interviews to assess:

- Understanding of career pathways;
- Involvement in career pathways to date;
- Interest in a Community of Practice;
- What topics and methods of engagement would be most helpful; and
- Potential Career Pathway CoP champions and detractors.

Once the WIC project team is comfortable with the survey instrument, focus group guide, interview tool and approach for the various stakeholders, we will create an invitation for completing the survey as well as interviews or focus group participation, and schedule and conduct focus groups and in person interviews. Following completion of the survey, focus groups, and interviews, we will share our findings with the Career Pathways Task Force.

Recommendations.
The information gathered through this process is key to moving critical system partners and community providers from stakeholders to stockholders. We will identify key patterns and insights to stimulate new opportunities and paint a picture of District's career pathways work to date. This picture, as well as lessons learned via our previous CoP efforts, will inform recommendations regarding establishing the Career Pathways CoP. We will present the recommendations to the Career Pathways Task Force.

Deliverables.
- A list, created with the assistance of the WIC, of key customers, providers and partners
- Assessment tools for electronic surveys, focus groups and in person interviews
- Invitations for survey, focus groups and interviews
- Summary of findings
- Recommendations for the capacity building plan for the Career Pathways CoP
- Deliver findings and recommendations to the Career Pathways Task Force

Phase 3: Develop Measures to Assess Effectiveness of Community of Practice

The Maher Team has a rich background in the use of benchmarking to assess progress, outcomes, identify best practices and as a means of continuous improvement around key workforce development strategies to support this phase of the project.

Gathering Input for Task Force using Key Performance Indicators Process.
We will facilitate a discussion with the Task Force to understand:

- The aspects of career pathways work and the CoP that are essential to its success and that DC can clearly identify, measure and quantify;
- Actions and events that the CoP and/or workforce system partners and provider employees can influence regarding career pathway work; and
- Potential indicators or measures that help predict future results of the CoP and career pathways.

Identify Existing Data Sources.
Once the input has been gathered and processed, we will then work with you to explore existing data sources that could support the measures and outcomes. This information will then be shared with the Career Pathways Task Force in order to reach consensus on definition and goals regarding: system measures for career pathways; process and progress measures for realignment to support career pathways; and individual and business customer outcome measures.

Consensus and Recommendations.
Consensus development is a vital part of the process because the results of the measures are often the very thing that keeps critical partners and providers at the table. We will then detail the recommendations and next steps to ensure transparency and accountability related to the Career Pathways CoP.

Deliverables.

- Virtual meeting of the Task Force:
    - Gather input regarding appropriate measures and outcomes related to the CoP
    - Identify existing data sources that could support the measures and outcomes
    - Consensus on definition and goals regarding:
        - System measures for career pathways
        - Process and progress measures for realignment to support career pathways
        - Individual and business customer outcome measures
- Recommendations and next steps for accountability and transparency
- Presentation of recommendations to Task Force

(From RFP: Develop methods to gauge and assess impact Community of Practice has on both participating individuals and the system as a whole, including but not limited to items such as increased knowledge, incorporation of best practices, and enhanced outcomes. Conduct post assessment following each training event as well as an annual comprehensive assessment.)

Phase 4: Training Design and Delivery

Approach to Training Plan.
Once the capacity building plan and methods to assess the impact of the Career Pathways CoP have been established, the Maher team will work with you and the Task Force to design, develop and deliver a comprehensive training plan. It will be grounded in four essential success drivers for advancing the career pathways work in the District of Columbia: 1) adaptive organizations; 2) qualified workforce; 3) engaged businesses; and 4) funding sustainability.

The Maher team will use a wide variety of techniques in order to build the capacity of workforce system partners, providers, practitioners and leaders through training. While each technique has its own specific rationale for use, the overarching rationale for our approach stems from the following conditions currently affecting the workforce development field:

1. Staff are serving more vulnerable populations;
2. Performance-based contracting is quickly becoming the norm;
3. Funding for training is diminishing;
4. Employers must be brought into the picture;
5. Employment practitioners are not fully recognized as professionals; and
6. The field has a high number of workers with limited work experience.

Further, the workforce development system is going through a time of great change due the passage of the Workforce Innovation Opportunity Act (WIOA). It significantly alters requirements for service providers and system leadership alike. Thus, there is a need to develop a common understanding of WIOA among the partners, providers and frontline staff. The six WIOA priorities depicted on the right provide a broad, solid foundation among all these stakeholders on which to anchor the Career Pathways CoP. The priority areas are excellent starting points for meaningful, collaborative relationship building among all the parties and keeping them at the table.



Training and Technical Assistance Strategies.

Strategies routinely used to provide training and technical assistance include: direct consultation to practitioners on program design and implementation; performance coaching and troubleshooting; in-person and virtual workshops and trainings on technical content; structured peer learning conferences; designing and managing online communities; documentation and sharing of promising and best practices; and data and evaluation support.

We will utilize the following Knowledge Management Process to inform the delivery formats:

Knowledge Management Process

Step	Associated Task
Step 1. What does the target audience need to know?	• Identify and validate learning objectives • Determine what informational direction or training is needed • Identify compliance and other legal issues
Step 2. Where does that information currently reside?	• Determine whether content already exists that can be leveraged to serve the purpose • Decide whether this content can be repurposed quickly and effectively • If not, find stakeholders with tacit knowledge that can be harvested
Step 3. When do the target audiences need to know the information?	• Set the desired time for delivery • Determine whether the need is time-critical enough to dictate a specific delivery option
Step 4. How do we deliver the knowledge in the most effective and efficient way?	• Identify which specific learning modes—online, self-study, in-person, supportive coaching, peer-to-peer—are ideal to match objectives • Conduct a cost-benefit analysis to determine which modes are most efficient while still meeting the need
Step 5. What strategies best meet the need?	• Define measurable objectives to determine the success of intervention • Consider innovative approaches when appropriate

The following discussion on each of the three professional development topical areas includes mention of a variety of very specific sub-topics for consideration by the WIC. The project budget does not include enough hours for the development and delivery of every sub-topic, but demonstrates the potential available in the base year of the contract and in option years one and two.

Topic 1: DC Economy and Sector Strategies

- **In-depth review of the District's economy, high-growth industries, and future projections.**
  Sector strategies are the "what" and career pathways are the "how" to meet the talent pipeline needs in the District of Columbia. Thus, there is a need for vertical and horizontal agreement on what targeted sectors are and what everyone's role is in implementing sector strategies in DC. Below are possible key training needs:

  - *DC Leadership Session(s)* – If needed, engage core partners in review and discussion on target industry sectors
  - *DC Middle Level Management* – overview of the targeted sectors, career pathways and their role incorporating them in system operations
  - *DC Frontline Staff* – overview of the targeted sectors, career pathways and their role incorporating them in system operations and service delivery

  Recognizing that DC has begun work in this area, we could provide training and support needed to ensure consensus among the partners and support sector partnerships at both strategic level and operational levels. As detailed in our Knowledge Management Process chart above, all training approaches would reflect existing knowledge foundations; the individual needs of different audiences; and the optimal delivery formats based upon training objectives, content, and audience.

  Though available hours and the budget would need to be evaluated, an example of a best practice training strategies is an intensive 6-12 month-long, "fellow"-style Sectors Academy for middle managers. Other foundational trainings, such as Career Pathways 101, Sector Strategies 101, Partnership Development 101, etc., may be valuable to frontline staff and potentially other audiences, as well. Intermediate and advanced professional development and training activities like a Career Pathways Symposium, Benchmarking Learning Groups, and/or a Technical Assistance "Boot Camp" for Implementing Career Pathways could be pursued to further support capacity-building. Depending on the training strategy, these can be delivered through a webinar, train-the-trainer or an in-person format.

- **Using LMI data to inform program offerings with a focus on occupations within the WIC's high demand occupation list and better understand the needs of DC jobseekers.**
  Workforce intelligence is the backbone of sector strategies and career pathways efforts in the workforce system as it relates to our individual and business customers. As such, the following training topics could be important to address, delivered either through a webinar or in-person.

  - *Talent Pipeline Development* – using LMI to assess the current status of targeted occupation supply chain management needs and alignment issues

- *Using LMI with Individual Customers* – identify LMI tools and uses when coaching individual customers around careers and training opportunities and making informed choices
- *Using LMI with Business Customers* – identify LMI tools and uses when providing business intelligence and other business services and supporting industry partnerships

- **Developing sector-based career pathways with a focus on career mapping and engaging employers, within areas of the WIC's high demand occupation list.**
  There are a number of key issues that must be taken into consideration when actualizing career pathways, including the alignment of pathways from K-12 through postsecondary education, mapping employer-defined training and credential progressions, and the effective and efficient engagement of businesses in the process. Consequently, the following training topics have been identified for consideration and discussion:

  - *Business Engagement* – role of business in validating data, identifying career pathway priorities and informing curriculum and credentials
  - *Career Mapping* – identify tools and approaches for building out career pathways, lattices and maps based on skill needs of businesses and resident skill sets
  - Both these topics can be addressed in online training, webinar, blended instruction or in person training such as an academy format.

Topic 2: Program Design and Curriculum

- **Assist providers in identifying curricular and certification needs that link to businesses and high-demand sectors.**
  The value of career pathways curriculum and certifications is based on the value that the business community places in them. Thus the following training topics are important potential training topics.

  - *Conducting Sector Panels* – learning how to effectively facilitate business engagement to inform curriculum and certification requirements in targeted sectors and occupations
  - *Forming and Sustaining Industry Partnerships* – explore the key characteristics of effective partnerships, how to build them and how to sustain them over time
  - *Strategies for Business SME Engagement* – cover the various approaches and techniques to effectively use business SMEs in the curriculum development and assessment processes

  The potential formats, based on available budget, include Sector Skill Academy, training series, sector strategies groups, roundtable discussions and business focused symposiums or sessions. Again, these can be offered in a number ways including in person, online, blended instruction, webinar, etc.

- **Optimal methods for incorporation of Integrated Education and Training in program design (including how this can be introduced for those students at low literacy levels through career awareness).**
  Over the past several years there has been a significant effort to truly rethink the provision of basic skills in a contextualized format through Integrated Education and Training. The training topics below draw on that ongoing work.

  - *Accelerating Opportunity Model* – overview of the program design elements and options for integrating education and training with the community college, adult education and workforce partners including a success coach, career coach and cohort structure
  - *Young Adult Literacy Program's Bridge Pilot* – provide a synopsis of a comprehensive curriculum that teaches basic skills in the context of Healthcare and Information Technology Industry Sectors supported by an internship program, increased supportive services and smoother and more secure transitions to next steps
  - *Contextualized Adult Education* – teaching basic skills in a career focus area while incorporating essential skills development and career awareness
  - *Pre-apprenticeship and Apprenticeship* – developing experiential learning environments in targeted sectors and occupations promoting work and learn

  The format to support these for topics may include an Academy approach, train-the-trainer, blended instruction, webinar or in person training.

- **Provide expertise and best practices on instruction of communications skills, critical thinking/problem solving skills and other core skills – with an emphasis on communication, critical thinking, quantitative reasoning and other (soft skills) that employers require.**
  A holistic and applied approach to acquiring essential skills is vital to be truly effective because it is not enough to understand the concept of these skills. It is also important to be able to demonstrate competency. It is with that in mind, the following topics could be considered.

  - *Essential Skills Development in the Classroom* – highlights best practices that can be incorporated in instructional design and school culture
  - *Essential Skills Development through Work Based Learning* – share strategies that have proven effective in the work place
  - *Essential Skills Development Online* – highlight various on-line tools and opportunities to gain and assess essential skills

  These topics can be addressed through in person, online, webinar and blended instruction approaches.

Topic 3: System Alignment

- **How to provide guidance and counseling on career options and necessary transitions to the next step of the pathway, including a focus on identifying and establishing partnerships with other providers, local postsecondary education and training entities, including apprenticeship programs and employers, and District agencies (in conjunction with WIC and DC agency staff).**
  Career pathways are truly a collective impact effort because they require the engagement of several partners and systems and cannot be truly effective if done in isolation by one education or other partner. Therefore, below are three vital training topics.

  - *Overview of the Career Pathway Model* – provide a "soup to nuts" approach to career pathways including roles and responsibilities of partners
  - *SWOT Analysis of DC Career Pathways Work* – explore strengths, weaknesses, opportunities and threats
  - *Customer Centered Design Mini-Institute* – provide an overview of the process and use it to launch CCD projects in the identified need areas in DC's career pathways work to date

- **How to successfully connect students with wraparound supports such as child care, transportation, disability/behavioral health services, and public benefits (in conjunction with WIC and DC agency staff).**
  This area of training is one that can actively engage Community-Based Organizations. When dealing with vulnerable populations it is vital to have an all-inclusive service strategy including wrap-around services, coherent and coordinated service planning, and support for developing customers' economic self-sufficiency. As such, the below topics are options.

  - *Asset Mapping* – conduct training on an asset mapping tool to identify DC wrap-around resources
  - *Team Based Case Management* – demonstrate an integrated approach to service delivery for individual customers
  - *Empowerment Approach to Serving Customers* – give frontline staff the tools needed to help customers access community and network resources for themselves

Deliverables.

- Training Plan
- Training Curriculum
- Delivery of Training for Multiple Audiences in a Variety of Formats

(From RFP: Plan, design, and facilitate trainings for in-person and webinar-based professional development on the following topics under a career pathways lens, including marketing, outreach, and

registration, designing curriculum, creating PowerPoints and handouts, and facilitating trainings. The number of events, dates, and locations will be determined in conjunction with WIC staff.)

Phase 5: Technical Assistance

Technical Assistance Coaches.
As outlined in the team composition, bios and full resumes provided in this proposal, we have identified and engaged **subject matter experts** and will make them available topic areas like:

- Career Pathways Development
- Change Management
- Sector Strategies
- Labor Market Information
- Partnership Development
- Performance Management
- Curriculum Development
- Work Based Learning
- Essential Skills Development
- Change Management

Engagement Process.
We will work with you to outline an engagement and approval process specifying hours committed, expected outcomes, etc. for each request. Coaching can occur in a number of ways like one-on-one, by partner or stakeholder group, conference call, webinar, email mentoring, etc. The coaches will provide also provide summaries of coaching activities to the WIC and Career Pathway Task Force.

Deliverables.

- Technical Assistance Coach Strategy
- Engagement Process
- Follow-up Technical Assistance
- Summary of Technical Assistance Activities

Phase 6: Career Pathway Development

Using the sectors and career pathways identified/provided by the Task Force, we will research the related public, private, nonprofit, and other resources available in the District and include, as needed, resources available elsewhere that may be accessed, adapted, and leveraged for use in the District.

Our team will focus on identifying, analyzing, and cataloguing the wide range of resources that support the navigation of career pathways at all points along the continuum, from initial

pathway entry to incremental skill acquisition and career advancement and including critical wrap-around assistance such as supportive services. Our team will draw on the expertise of our SMEs in the areas of career pathway development, career mapping, sector strategies, change management, business engagement, labor market information, partnership development, performance management, curriculum development, work based learning and essential skills development to ensure that a diverse range of resources that support career pathways navigation are analyzed and included. We will ensure that our identification of pathways resources includes a dual focus on both supply- and demand-related assets that can be linked to support pathways navigation from both jobseeker and business customer perspectives.

Once resources have been identified, analyzed, and catalogued, we will conduct an analysis to determine areas in which relevant resources are plentiful, as well as areas in which gaps exist. This activity will help us not only to determine needs related to populating the CoP but also inform and prioritize the development of additional resources that can support career pathways navigation moving forward.

Deliverables.

- Identification, analysis, cataloguing, and mapping of career pathways resources
- Gap analysis to identify areas of resource sufficiency and gaps/needs
- Content for Career Pathways CoP

(From RFP: Conduct research and analysis on specific career pathways, including mapping existing public sector and private sector (including nonprofit) resources that can be navigated to complete a career pathway and identifying gaps in existing services relative to business and jobseeker needs, including a support services gap analysis.)

Phase 7: Identify Best Practices for Community of Practice site

Maher & Maher has managed Workforce3One (and now Workforce GPS) for over 13 years, so we have deep experience and expertise in the identification of valuable resources and model best practices from across the country. As important, our wide experience with a range of federal, state, regional/local, and private sector customers ensures our familiarity with effective models, practices, and resources on a diverse array of topics. Furthermore, having developed and populated a number of CoPs on a variety of topics, we are intimately familiar with resources that we could bring immediately to bear upon this effort.

Network and Environmental Scan.

Our extensive network of clients and services currently along with those of our partner, WPTI, allow for a wide variety of opportunities to incorporate existing work and materials done at the federal, state and regional/local levels into your ongoing CoP and technical assistance efforts. In addition, based on the Career Pathways Task Force's priorities, labor market data, and career pathways feedback, we will regularly conduct an environmental scan at the national, state,

regional and DC community levels. The same type of review approach for research outlined above will be used in identifying resources and best practices.

Inclusive Process.
We will also work with you to engage those who may be interested in providing additional resources so that they will feel ownership of the site and understand its value early in the development of the CoP.

Deliverables.

- Environmental Scan
- Content for Career Pathways CoP

Phase 8: Create Career Pathway Roadmap tools

In our work on developing career pathways, we typically employ a multi-pronged process that includes:

- A thorough review of existing career pathways in the targeted sectors to identify models and elements to consider as well as best practices;
- A comprehensive review of LMI and other intelligence to inform the development of data-driven pathways in target sectors;
- Development of draft career pathway maps, built on existing best practices and LMI, for sharing with industry sector stakeholders to gain their feedback and direction for pathways refinement. Pathways will reflect the education/training, credentials, experience, and skills required at all levels of the pathways, as well as average wage/salary information connected to career progressions; and
- Refinement of draft pathways maps to reflect industry stakeholder feedback and sharing with additional stakeholder to gather any additional feedback and further refine and finalize the maps.

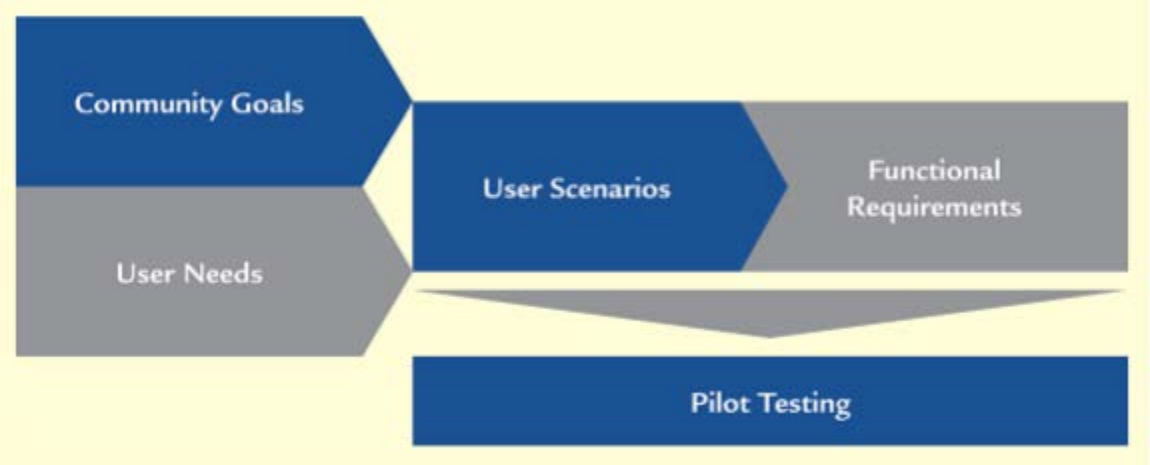
Deliverables.

- Draft career pathways maps in five target sectors
- Facilitation of feedback discussions with industry stakeholders and other partners
- Final career pathway maps in five target sectors

(From RFP: Create DC Specific career pathways roadmap tools, based on LMI and business input in 5 high- demand sectors (Construction, Hospitality, Law Enforcement and Security, Healthcare, IT and Business Administration), illustrating credentials and skills needed to move forward in a pathway.)

Phase 9: Build and manage Community of Practice

In order to build a CoP site for this project, we will seek to thoroughly understand your goals and the needs of the CoP users. The graphic below illustrates Maher & Maher's standard process for developing an online CoP site.



While many give lip service to the importance uncovering users' needs, not many know how to go about uncovering those needs. At Maher & Maher, we are well versed in this endeavor. The critical first step is determining the CoP's orientation. The CoP's orientation tells us how to structure the resources and what features and functionalities to provide.

Having built scores of CoPs sites, we know that they generally fall into one of three orientations with each aimed at accomplishing a specific set of tasks:

1. Content oriented
    a. Content collection and organization of useful information
    b. Community cultivation with a group members active in curating content
    c. Access to expertise, allowing members to identify and consult with needed experts
2. Relationship oriented
    a. Open-ended conversation for raising awareness of issues important to the community
    b. Building and maintaining relationships, aimed for explicit learning or professional networking
    c. Individual participation within a large whole, allowing members to participate activities most suited for their individual needs.
3. Task oriented
    a. Meeting facilitation, where members hold virtual meetings to view presentations, topics, discuss topics of interest and provide guidance on decision making
    b. Problem solving, especially useful for gathering experts with diverse views to tackle a specific problem.
    c. Project infrastructure, where the CoP serve to facilitate project management.

Once we understanding the desired orientation for the Career Pathways CoP, we will then work with you to identify the content tools the site will need, as shown in the table below.

▲ Important
● Nice to have

Content Tools	CoP Orientation: Content Oriented – Content Collection	Content Oriented – Community Cultivation	Content Oriented – Access to Expertise	Relationship Oriented – Open-ended Conversation	Relationship Oriented – Relationship Building	Relationship Oriented – Individual Participation	Task Oriented – Meeting Facilitation	Task Oriented – Problem Solving	Task Oriented – Project Infrastructure
Content Management & file repositories	▲	▲	●	●	●	▲	▲	▲	▲
Discussions	●	●	●	▲	●	▲	●	●	●
Blogs	●	▲	▲	●	●	●	●	●	●
Microblogging	●	▲	▲	●	●	●	●	●	—
Wikis and other collaborative authoring tools	▲	●	—	—	—	—	●	●	▲
Webinar services	●	▲	●	●	▲	●			
Social bookmarking	●	●	●	—	●	●	—	●	—
User rating and popular content	▲	▲	●	●	●	▲	●	▲	●
Polls and surveys	●	▲	●		●	●	▲	●	●
Event calendar	●	●	●	●	●	●	▲	●	▲
Task management tools	●	●	—	—	—	—	●	●	▲
Badges, reward and reputation management system	●	▲	▲	▲	●	▲	—	▲	—
Social networking satellites	▲	●	▲	▲	▲	●	●	▲	●
Public and password-protected areas	●	▲	●	●	▲	●	▲	▲	▲
APIs	●	▲	●	●	●	●	●	●	—
Centralized accounts and login	●	▲	●	●	●	●	—	▲	●

Once the goals of the site, its orientation, and needed tools are identified, we will work with our web programming team to build the site using a platform that will be easy to maintain and manage. Specific details will be scoped with you once the contract is awarded.

In addition to routine maintenance, our team will ensure that robust content is on the site and participants are regularly engaged, per the goals identified by the Career Pathways Task Force.

DC Career Pathway Communicty of Practice
Project Timeline

Note that timeline pictured here does not extend through the life of the contract, though it is understood that many tasks will continue throughout the project. The timeline here highlights the tasks that will be started and completed within the first four months of the project.

Week #:	1/23	1/30	2/6	2/13	2/20	2/27	3/6	3/13	3/20	3/27	4/3	4/10	4/17	4/24	5/1	5/8	5/15	5/22	5/29	6/5	6/12+
Task 1: Project Kick Off																					
Draft and finalize Work Plan																					
Task 2: Weekly Conference Calls (ongoing)																					
Task 3: Attend quarterly CP Task Force meeting (ongoing)																					
Task 4: Conduct and deliver assessment of provider interest																					
Task 5: Develop methods to gauge/assess impact of CoP and conduct assessments (ongoing)																					
Task 6: Conduct research and analysis on specific career pathways																					
Task 7: Create DC Specific career pathways roadmap tools																					
Task 8: Build a virtual CoP																					

Manage/add content to virtual CoP (ongoing)																					
Task 9: Provide technical assistance (ongoing)																					
Task 10: Plan, design, conduct trainings, in person and virtual (ongoing)																					

OPTION YEAR 1 PROJECT PLAN: STRENGTHENING THE DISTRICT'S CAREER PATHWAYS SYSTEM

Major Themes Guiding Future Work:

- Partner alignment/breaking down silos between organizations
- Creating sector partnerships, so that employers are engaged collectively rather than individually
- Alignment of training/career pathway development to 1) target industries, 2) demand occupations and 3) the full range of occupations along the pathway
- Operationalize at the service delivery level

THEME 1: Partner alignment/breaking down silos between organizations

1. Creation of provider directory, in coordination with One-Stop Operator
    a. Develop questions which providers would need to complete to be added to the directory
    b. Develop Google form to collect provider data
    c. Create pdf directory and update one time per month for the first three months after launch and then quarterly thereafter
    d. Provide pdf to DC WIC to be added to its website
    e. Note: A searchable, map-based portal would be an ideal way to deliver this content (for example: http://metroatlantaexchange.org/portal/). If the DC WIC desires, we can research the cost involved to develop this solution. This proposal, however, includes the cost of the pdf solution.
2. Service process mapping/customer flow, in coordination with One-Stop Operator
    a. Host/facilitate kick off webinar with WIC and AJC staff from the four centers
    b. Review any materials from AJCs prior to site visits; draft agenda, protocol, and notes template for site visits
    c. Schedule and visit each AJC to interview staff and observe (one day at each location)
    d. Draft summary report including one "as is" process map as well as a "should be" map and recommendations for improved customer flow
    e. Host/facilitate webinar to present findings and recommendations
    f. Develop and deliver an in-person training to support the effective implementation of the recommendations
3. Support Career Pathways Task Force
    a. Attend quarterly task force meetings
    b. Facilitate strategic discussions during their meetings, as requested by the WIC

THEME 2: Creating sector partnerships

1. Research support to build database of employers and industry associations to participate in sector partnerships

    a. Coordinate with DC WIC to develop and maintain database of businesses and industry associations in DC's six target industries
2. Facilitate meeting with partners to determine roles/responsibilities, identify convener
    a. Facilitate partner meeting to discuss forming sector partnerships and to determine roles/responsibilities as well as possible conveners
3. Support/coordinate sector partnerships in each industry sector
    a. Prepare for and facilitate a combined employer meeting and then two partnership meetings for each industry sector
    b. Support follow-up on next steps identified by employers
    c. Mentor DC WIC staff in order to assume responsibility of the sector partnership over time

THEME 3: Alignment of training/career pathway development to 1) target industries, 2) demand occupations and 3) the full range of occupations along the pathway

1. Complete highest-priority pathway for each industry sector (work began in first contract year), beginning with IT, hospitality, or healthcare.
    a. As part of the sector partnership work in Theme 2, work with employers to identify the highest priority pathway in each sector using demand occupation data and employer knowledge
    b. Work with employers to map out the career progression within the industry
    c. Complete additional data work to identify wage, education, credentials/certifications, and on the job training requirements for each occupation in the pathway selected by employers
    d. Validate the pathway work with employers
2. Coordinate with WF community to align services and training around pathways, including communication and outreach
    a. Facilitate meeting with partners to asset map the resources available for each industry career pathway
    b. Identify gaps and strategies with partners for increasing capacity within the talent supply chain to meet business demand
    c. Facilitate discussion of next steps

THEME 4: Operationalize at the Service Delivery Level

1. Training (see training plan on the following pages)
    a. Foundations for the Future Online
    b. Integrated and Contextualized Education
    c. Performance Measurement
    d. Unified Approach to Sector Partnerships
    e. Career Advising around Sectors, Pathways and Work-based Learning
2. Case studies of successful programs/best practices

CAREER PATHWAYS COMMUNITY OF PRACTICE
DRAFT TRAINING PLAN OUTLINE

The following are topics proposed for contract year 2.

FOUNDATIONS FOR THE FUTURE ONLINE — TENTATIVE: MAY 15, 2018

This course is a web-based version of the training delivered in August 2017.

Course Length: 1.5 hours

Suggested format: Web-based training

INTEGRATED AND CONTEXTUALIZED EDUCATION — TENTATIVE: JULY 10, 2018

Course Summary: This course will provide a deeper dive on best practice integrated and contextualized education models from the field. Participants will understand the differences between "integrated" and "contextualized" education, as well as the definition and purpose of "Bridge Programs." These approaches can be applied at many levels to many populations. Some programs will want to strengthen basic skills in the context of an industry sector and career awareness. Other programs will teach occupational "hard" skills while strengthening basic literacy and math skills. Participants will learn about program design, implementation and outcomes.

Sector-based strategies are included in this training. Participants will understand the importance of using Labor Market Intelligence in making choices regarding program design.

Upon completion of this course, participants will be able to:

- Define "contextualized learning," "integrated instruction," and "bridge programs";
- Understand the purpose of these models;
- Make decisions about appropriate program design; and
- Develop a sectoral approach to program design.

Target Audiences: The District's workforce system staff and partners. This training is will be helpful to management and leadership staff, program directors, as well as front line workers such as teachers and case workers.

Course Length: 3-4 hours

Suggested format: In-person training

PERFORMANCE MEASUREMENT TENTATIVE: SEPTEMBER 18, 2018

Course Summary: This course will provide information on establishing, tracking, and continuously improving on customer-focused performance measures including and beyond program and funding stream-specific measures.

Applying a version of logic models can help organizations align their services and intended outcomes. Strengths, gaps, and opportunities for improvement can be identified. We will explore strategies to create an explicit shared vision of outcomes. In addition, we will address how to align services to meet those intended outcomes. We will look at the use of data, and how to access, interpret, communicate, and make decisions informed by data. Participants will be introduced to implementing a cycle of continuous improvement.

Upon completion of this course, participants will be able to:

- Identify key program performance indicators;
- Identify customer-focused measures beyond program/funding stream-specific measures;
- Better equip staff to meet interim milestones;
- Use data to examine factors influencing performance; and
- Improve program design and operational practices through outcomes management and continuous improvement.

Target Audiences: The District's workforce system and partner staff

Course Length: 1.5 hours

Suggested format: Live, interactive webinar

UNIFIED BUSINESS ENGAGEMENT AND SERVICE DELIVERY TENTATIVE: NOVEMBER 13, 2018

Course Summary: This course is an introduction to unified business services and is appropriate for all business services staff in one-stop centers and partner agencies and organizations. This course will review how to coordinate outreach and service delivery to business customers via organized business services teams made up of multiple regional partners.

Upon completion of this course, participants will be able to:

- Understand the best practice characteristics of unified business services
- Understand the changing role of agency/system staff with the business sector
- Understand how to organize across program and agency "silos" to serve businesses in a more coordinated way
- Understand how to build customized solutions for employers that draw on the range of partners' expertise and resources

Target Audiences: Business services staff

Course Length: 3 hours

Suggested format: In-person training

CAREER ADVISING AROUND SECTORS, PATHWAYS AND WORK-BASED LEARNING — TENTATIVE: JANUARY 15, 2019

Course Summary: This course is an introduction designed to familiarize frontline staff that work with customers with career advising and coaching strategies that are grounded in a solid understanding of industry sector needs, demand occupations, career pathway advancement, and work-based training. The course will assist staff in expanding their customer advising skills beyond traditional case management approaches.

Upon completion of this course, participants will be able to:

- Understand the foundational components of industry sector strategies, career pathways, and work-based learning
- Understand how to use labor market information and other sources of data to best advise customers about career opportunities and career development in the context of their regional economy
- Practice career coaching strategies that offer customers relevant information and enable them to make informed decisions about their career development paths

Target Audiences: Case managers, employment specialists, career advisors, etc.

Course Length: 1.5 hours

Suggested format: Live, interactive webinar

Proposed CoP Work Plan FY19	January	February	March	April	May
Theme 1					
Update provider directory on quarterly basis					
Create/update pdf directory quarterly					
Provide pdf to DC WC to be added to website					
Support Career Pathways Task Force					
Virtually attend quarterly task force meetings					
Facilitate strategic discussions in order to update the CP Strategic Plan					
Partner engagement and communication strategy and implementation					
Build multi-avenue partner comms and engagement strategy					
Support development of blogs/newsletters					
Theme 2					
Coordinate with WIC to expand and maintain database of businesses and industry associations					
Expand database					
Expand database fields to include addtl contact info					
Create a blueprint/process doc for creation of sector partnerships and CP					
Brainstorm messaging for businesses and partners					
Form an industry-led sector partnership in 3 remaining industires					
Meet with the 3 new employer champions					
Prepare for and facilitate an employer meeting for each sector					
Support follow-up on next steps identified by employers					
Mentor DC WIC staff to assume responsibility of sector partnership					
Complete highest priority pathway for each industry sector					
Work with employers to identify one highest priority pathway in each sector					
Work with employers to map out prioritized career progression					
Complete data work to identify wage, education and credentials					
Validate pathway work with employers					
Propose metrics to use in tracking impact of CP and SP efforts					
Coordinate with WF community to align services and training around pathways					

Support WIC in engaging addtl education and training providers in work					
Facilitate meetings with partners to asset map resources					
Identify education and training gaps					
Faciliate discussion of next steps					
Support implementation of modified programming and service delivery					
Develop internal resource docs to support CP					
Develop recommended framework for implementation of CP in service delivery					
Provide guidance to WIC on tracking implementation					
Theme 3					
Conduct web-based assessment of training needs					
Create training plan for OY2					
Deliver training					
Create RISE module on sector partnerships and CP development					

June	July	August	September	October	November	December	January

Existing Career Pathways Assets and Efforts in the District of Columbia

November 15, 2017

Presented to:

District of Columbia
Workforce Investment Council

Presented by:

Maher & Maher
Investment Advisors for Talent Development.
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Neptune, NJ 07753
www.mahernet.com

Existing Career Pathways Assets and Efforts in the District of Columbia

Overview

The DC Career Pathways Community of Practice project is focused on supporting the Career Pathways Task Force's system-wide efforts to enhance and improve youth services, adult education, and workforce services provided in the District through the adoption of career pathways models and best practices; strengthening outcomes for DC residents through these enhanced services; and preparing providers to become a part of a career pathways system.

DC Career Pathways Community of Practice Existing Assets and Efforts Survey Results

As part of efforts to assess the current workforce system, a survey was created to identify existing career pathway assets and efforts in the District, as well as career pathways-related needs and gaps. The survey was disseminated to those engaged in the workforce development system – as a provider, educator, or partner. The results of the survey will be used in continuing career pathways efforts by the District. A summary of the responses is below.

Responding Organizations

This survey was sent out via email listservs, distributed at meetings, and marketed through informational flyers. A total of 43 responses were submitted by a variety of District organizations including DC government agencies, nonprofits, training organizations, community-based organizations, and education providers.

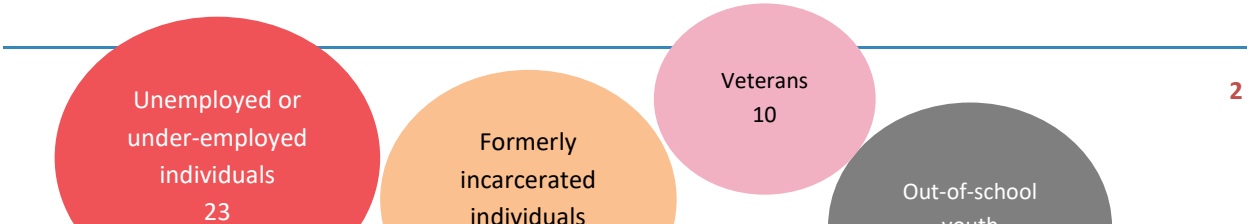
Primary Role of Organizations in Career Pathways

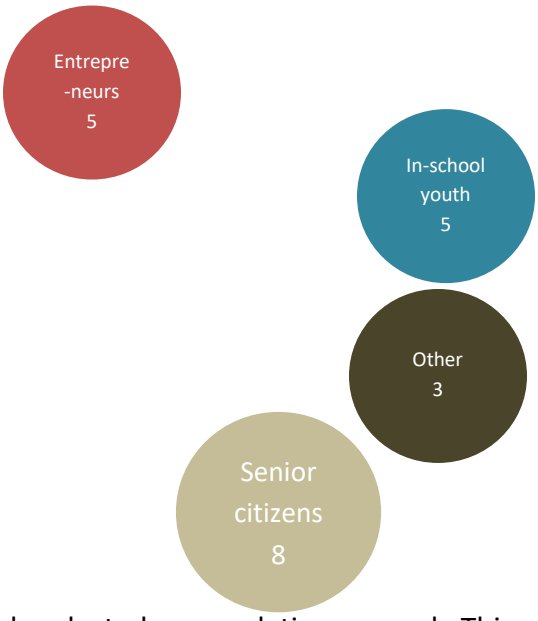
Respondents whose organizations were currently involved in career pathways efforts reported on the role their respective organizations are playing in the efforts. 60% percent of respondents identified as education/training providers, 8% indicated they provide employment services (job search assistance, career counseling, career exploration, etc.), and 4% are providers of case management services. 24% selected "other" and provided responses such as 1:1 Career Coaching, Scholarship Provider, and Career Panel convener. Others noted their organizations played a role in which they provided several different types of services (e.g. case management, employment services, and supportive services).

There were no responses to this question from organizations who are serving as an industry convener/intermediary, labor market information or other data provider, or a provider of supportive services (child care, housing, transportation or other assistance), which could indicate gaps in service, available but unknown resources, or that they did not complete the survey.

Survey Respondent Primary Service Populations

Survey respondents provide services to a wide array of populations, as indicated by the bubble chart below. Unemployed or under-employed individuals, low-skilled adults, adults without high school diplomas or GEDs, formerly incarcerated individuals, and individuals receiving public assistance were the most commonly selected responses.

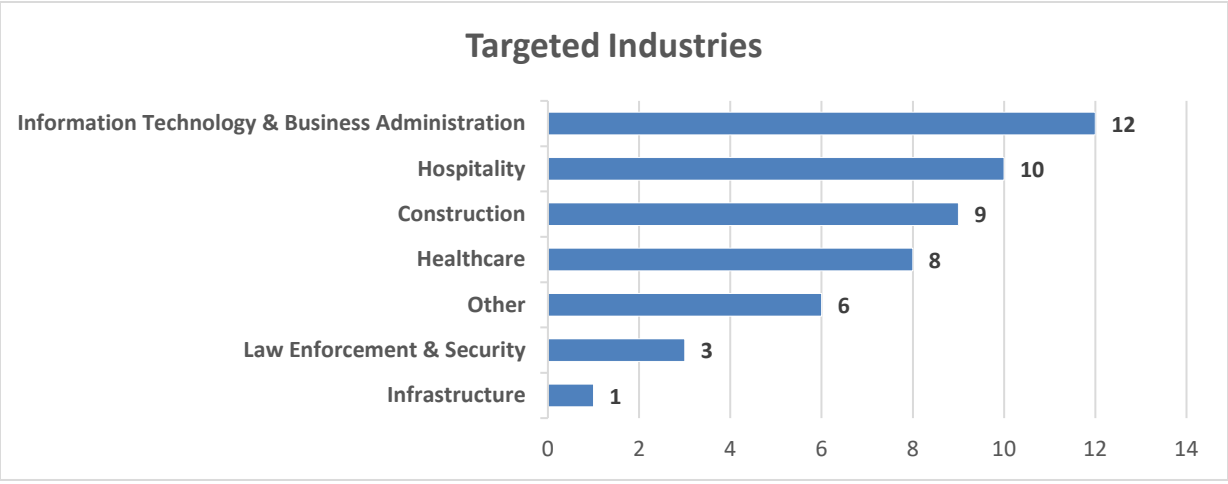




Entrepreneurs and in-school youth were the least commonly selected as populations served. This response could identify a potential gap in services for these populations. Few organizations have just one primary target population — there is a lot of overlap in populations served by each organization, which likely correlates with the services these organizations provide. Most of the respondents selected four or more of the populations identified in the survey.

Existing Career Pathways Efforts

A variety of career pathways efforts are currently underway across the District. Eighty-eight percent of respondents indicated they are currently participating in a career pathway effort in one or more of the District's target industry sectors. Existing efforts were focused on the industries in the table below.



There were several responses in the "other" category – skilled trades, English as a Second Language, Transportation/Automotive, and Vocational Rehabilitation. English as a Second Language and Vocational Rehabilitation are not industry sectors, and these responses could indicate a lack of understand of what career pathways are.

Specific Career Pathways and Occupations

Survey participants were asked to identify specific career pathways and occupations within these pathways that are focus of their current efforts. Responses covered a wide spectrum, and are organized by sector below.

 Information Technology & Business Administration	• Occupational Skills Training • Cybersecurity • Networking • Software Development • Health IT • CompTIA Help Desk • Microsoft Office Specialist • Bookkeeping Assistant* • Financial Assistant • Computer Repair/Support Specialist* • Administrative Assistant* • Executive Assistant* • File Clerk	 Hospitality	• Customer Service Representative • Guest Services • Concierge/Front Desk/Receptionist /Host* • Property Management Representative • Waiter/Server/Bartender* • Travel & Tourism Specialist • Child Care Professional • Prep & Grill Cook*
Construction	• Electronic Technician	 Healthcare	• Vocational Rehabilitation Services • Veterinary Assistant • Medical Coding & Billing • Pharmacy Technician* • Medical Administrative Assistant • Medical Transcriptionist • Nursing Assistant* • Medical Assistant* • Medical Administrator • Home Healthcare Aide* • Health IT
 Law Enforcement & Security	• Legal Secretary*	 Infrastructure	• HVAC Technician* • Auto Repair Technician* • Diesel Mechanic (TDL) • Small Engine Repair (TDL) • Commercial Vehicle Operator (TDL)

Designates a District of Columbia High-Demand Occupation

Efforts appear to be focused on entry-level jobs rather than the full range of occupations along career pathways. Many answers were broad (e.g., "occupational skills training for nationally recognized certifications for jobs in the IT industry," and "those requiring computer skills as well as a

GED or a high school diploma") which could indicate respondents do not understand the question about career pathways, or they do not go beyond entry-level positions. The next step would be to work with employers and other partners on concepts such as stackable credentials, on and off ramps in career pathways, using labor market information, accelerated training approaches, and other strategies to support advancement in a career pathway.

Only 14 of the 39 occupations listed are on the District's list of high-demand occupations indicating a significant mismatch between the occupations on which providers are focused and the District's high-demand occupations, across all sectors. There is also a lack of occupations in some sectors (Construction and Law Enforcement & Security). This could be due to the type of organizations who responded to this survey, although nine respondents did identify that their existing career pathways efforts were focused on the Construction sector. A next step could be identifying assistance that could be provided to these organizations to help them develop specific career pathways and occupations within these two sectors. Collaborative meetings with providers in key sectors could also could a valuable next step, to better align all occupational offerings with industry's identified talent pipeline needs since only the law enforcement cluster had a majority of occupations identified as high demand.

Services for Youth

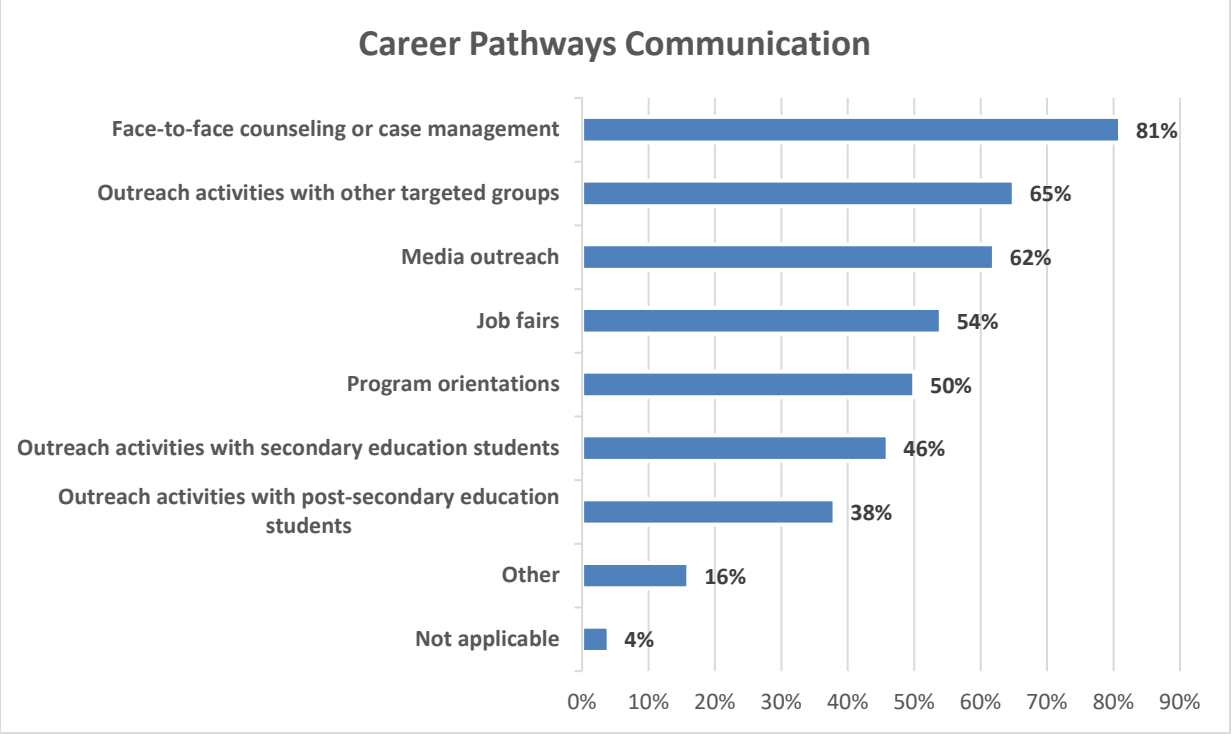
Survey participants shared information on specific services they are currently providing to youth. 64% indicated they are provided occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations, and 50% indicated they are providing each of the following WIOA-required services to youth:

- Follow-up services for at least 12 months after program completion;
- Integrated education and training for a specific occupation or cluster;
- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies; and
- Supportive services and/or postsecondary preparation and transition activities.

Other services being provided to youth include paid and unpaid work experiences with an academic and occupational education component (43%); alternative secondary school offerings or dropout recovery services (29%); financial literacy education (29%); services that provide labor market information about in-demand industry sectors and occupations (29%); leadership development activities (e.g., community service, peer-centered activities) (21%); adult mentoring (14%); comprehensive guidance and counseling, including drug and alcohol abuse counseling (14%); and entrepreneurial skills training (14%).

Communicating Information about Career Pathways

Respondents shared information related to career pathways with their customers in a variety of ways. Face-to-face counseling or case management is practiced by the majority of agencies who responded (80%). It may be worthwhile to offer training on how to counsel individuals using Labor Market Information to make informed choices regarding pathways and sectors. Collectively, the respondents communicate information about career pathways in a variety of ways, as illustrated in the following chart.



Understanding which form of communication providers find the most effective and cost-efficient could be a follow up question in subsequent survey efforts.

Overview of Services Provided

Participants were asked to provide information on the different types of (a) education/training and related services and (b) career navigation and employment services they are providing in the District. The top five responses on services provided as indicated by survey each of these two areas are shown below.

Top 5 Education/Training and Related Services Provided	Number of Orgs. Indicating They Provide the Service		Top 5 Career Navigation & Employment Services Provided	Number of Orgs. Indicating They Provide the Service
Provide assessment(s) for placement of individuals into educational programs	**17**		Assist with resume writing	**24**
Provide contextualized, work-based curriculum and instruction	**14**		Provide career counseling/coaching	**23**
Provide cohort-based education and training	**13**		Assist with job search activities	**20**
Connect individuals to internship opportunities	**12**		Conduct mock interviews	**20**
Provide integrated or concurrent developmental	**12**		Create individual career development	**19**

education and technical skills training			plans	

Only two categories had fewer than five organizations indicating they provide the service: develop transfer agreements between community and technical colleges and four-year institutions and offer non-semester based training schedules. These should be explored further to determine if there are potential gaps in services. Seamless/easy transfer between various "levels" of career pathways, as well as flexible training schedules to accommodate working adults with family and other responsibilities, are essential to successful career pathways approaches. Therefore, these are potentially very critical gaps.

Respondents were able to select more than one response for this question, to indicate that they were providing more than one education/training service and/or navigation or employment service. The overlap in services can either be advantageous to career pathways or not. It can help because a customer could conceivably get access to career pathway services from any number of organizations, with fewer concerns about limited service capacity. However, it can be challenging because organizations may be duplicating efforts, may not be maximizing their resources, and may be contributing to the "siloed" environment many experience. Since organizations do so much "in house," they may not partner as often with other organizations and may lose opportunities for greater impact as a result. Organizations should identify ways to collaborate to more effectively provide these services and realize greater efficiencies in resource utilization.

Involving Employers in Career Pathways Efforts

Eighty-one percent of those who responded to the survey indicated they are currently involving employers in their career pathways efforts. Of that 81%, 86% noted these employers are engaged individually, company by company versus in an industry sector partnership/as a group of employers in an industry. This is notable, as career pathways are ideally developed and implemented with groups of employers in an industry sector, rather than with individual employers. A next step for the WIC could be to convene industry-led sector partnerships and engage community partners to support this effort.

The following activities are being pursued by organizations who are working with employers on career pathways, and the number of organizations who are pursuing them:

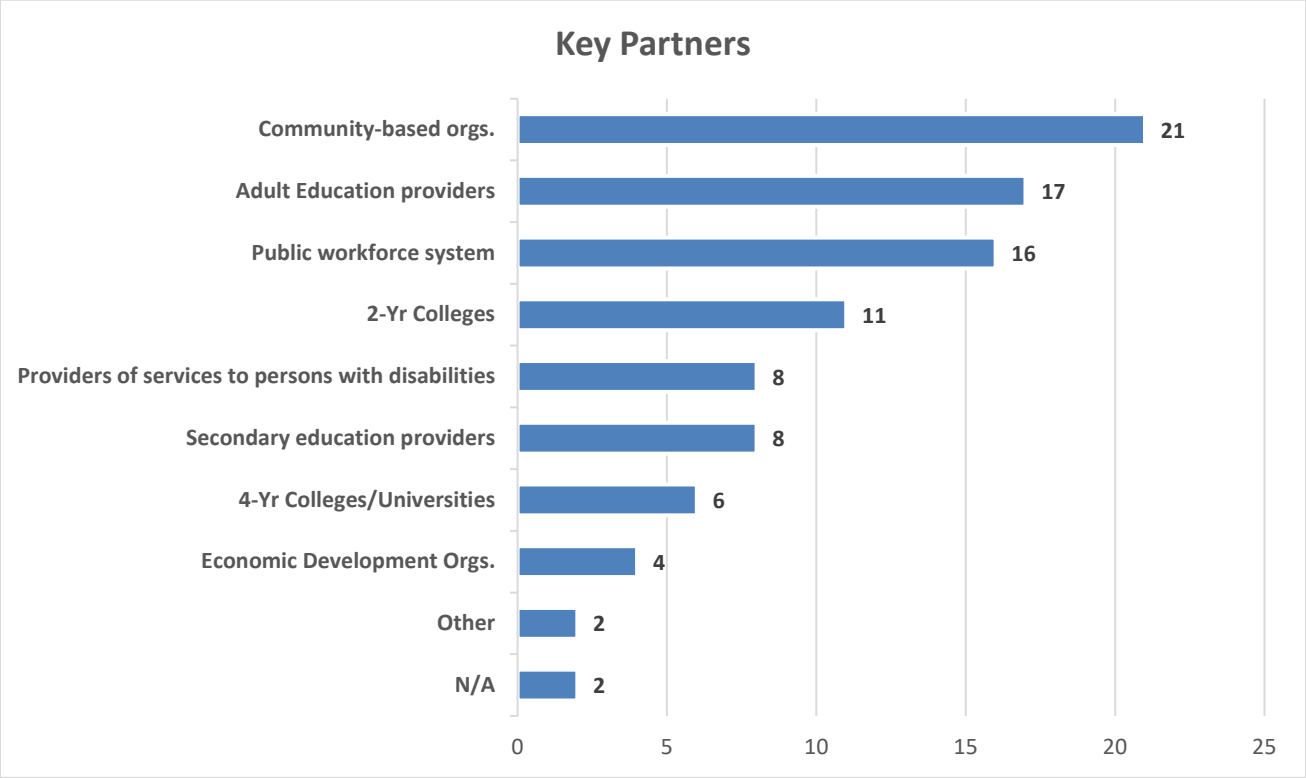
- Work with employers to identify their critical workforce skill and training needs – **20** responses
- Work with employers to identify their key workforce challenges – **19** responses
- Assess, screen, and refer candidates for employers – **17** responses
- Offer training that leads to attainment of industry-recognized/validated credentials – **16** responses
- Host hiring events for employers – **13** responses
- Work with employers to understand and map key career pathways, entry-level to advanced, in their companies and/or industries – **11** responses
- Design and implement employer-driven education and training programs – **11** responses
- Provide work-based training such as Registered Apprenticeship and on-the-job training – **9** responses

- Validate labor market information with employers – **9** responses
- Provide labor market information and analysis – **5** responses
- Not applicable – 2 responses

The low number of responses to these key activities around employer engagement are of some concern, as they indicate a lack of meaningful work with employers around career pathways. Training on employer engagement could be a worthwhile next step.

Key Partners in Career Pathways Efforts

The key partners in career pathways efforts are the following, based on survey results: community based-organizations, adult education providers, and the public workforce system. Full results to the question are listed in the table below.



The top key partners could be indicative of the fact that the majority of the organizations who answered the survey identified as community based organizations. Several key partners are included in the answers but fell much lower on the list, such as the secondary and postsecondary institutions and economic development organizations; this may represent stakeholders' groups that need to be better-engaged. Eighty-one percent of respondents indicated they collaborate with partners both formally and informally. Engagement is important at all levels of the education and training providers to ensure multiple on and off ramps and progression along the pathways.

Greatest Barriers in Career Pathways Efforts

Ten barriers to career pathways efforts were presented in this section of the survey, and respondents were asked to rank the barriers from greatest to least, based on their organizational experiences.

Survey results indicate the barriers to developing and implementing career pathways are (ranked greatest to least):

1. Up-skilling individuals with very low skills and multiple barriers to employment (ranked the **greatest barrier by 33%** of respondents);
2. Challenges in engaging individuals with low skills in career development/advancement (ranked the **second greatest barrier by 40%** of respondents);
3. Organizations working in silos (ranked the **third greatest barrier by 27%** of respondents);
4. Lack of awareness of what other organizations in the District provide in terms of programs and services (ranked the **fourth greatest barrier by 21%** of respondents); and
5. Difficulty engaging employers and/or keeping them engaged (ranked the **fifth greatest barrier by 33%** of respondents);
6. Lack of understanding of pathways models;
7. Lack of flexibility to modify existing training programs or start new programs;
8. Insufficient pathways data;
9. Difficulty engaging education and training providers; and
10. Difficulty engaging community-based/supportive services providers.

Greatest Gaps in Career Pathways-Related Resources and Services

Regarding gaps in career pathways-related resources and services in the District, the survey results show less consensus than was seen in other question responses. The only resource that was not identified as a major gap was comprehensive labor market information.

Given that one of the greatest barriers identified in the previous question was making connections amongst the various organizations and identifying their services and resources, the creation of an asset map could be a starting point in bringing these organizations together. One option would be to host sector-based sessions to then link identified assets to the development and implementation of career pathways. In the chart below, the greatest to least gaps are identified, based on a ranking from 1 to 10, with 1 being the greatest gap.

1. Skill development resources for low-skilled youth (**weighted average of 3.9**)
2. Skill development resources for low-skilled adults (**weighted average of 4.07**)
3. Supportive services adequate to meet the needs of District residents (**weighted average of 4.21**)
4. Education and training programs aligned to the needs of the region's key industries (**weighted average of 4.58**)
5. Employment-related services to prepare residents for jobs along critical career pathways (**weighted average of 4.67**)
6. Post-secondary-level career education and exploration (**weighted average of 4.86**)
7. Outreach and engagement avenues to connect District residents to career pathway opportunities (**weighted average of 4.89**)
8. Secondary education-level career education and exploration (**weighted average of 5.21**)
9. Comprehensive labor market information (**weighted average of 7.25**)

Level of Involvement in Career Pathways Efforts

Sixteen organizations that responded to this question indicated that their career pathways efforts are "advanced, but want to strengthen/expand" them. The highest scores, which indicate which efforts organizations are most heavily involved in, are as follows:

- Engaging and partnering with groups of employers in target industry sectors around career pathways (**38% indicated advanced efforts**);
- Engaging our partners and others in workforce development, education, and community-based services in the development and implementation of career pathways efforts (**27% indicated advanced efforts**); and
- Mapping career pathways in key industries in the District's region (**19% indicated advanced efforts**).

Although 38% of respondents indicated they are most heavily involved in engaging and partnering with groups of employers in target industry sectors around career pathways, this response is a contradiction to a previous survey question regarding involving employers in career pathways efforts. To this question, a majority of respondents noted they are engaging employers individually, company by company versus in an industry sector partnership/as a group of employers in an industry.

Future trainings could be focused in the following two areas that received the lowest overall scores:

- Tracking progress of pathways efforts against shared performance goals that cross partner agencies, programs, and funding streams (**23% indicated they have not started this effort yet**); and
- Braiding our resources with those of our partners to support the implementation of joint pathways efforts (**15% indicated they have not started this effort yet**).

Another training topic could be the roles and responsibilities of partners in an employer-led sector partnership.

Conclusions and Next Steps

- Gathering responses to this survey was a difficult task, and, in spite of numerous outreach efforts by both the WIC and OSSE through meetings, trainings and email, the response rate remained low. Launched in early August and closed in mid-September, only 43 organizations completed the survey in that time period. As a result, complete information about the depth and breadth of current career pathways assets was not obtained, and, therefore, assessing gaps cannot be fully done.
- Although 43 organizations responded to the survey, an average of 25 people responded to each individual question – many respondents skipped questions in the survey. Therefore, it is tough to draw any real conclusions from the responses of only about 60% of the total number of respondents. This could be due to the fact that not all organizations are able to respond to each question based on their current level of career pathways involvement.
- Based on results to this survey, there may be a wide variety of programs and services in the District that could be connected to support the development and implementation of career pathways. However, there also appears to be a lot of duplication, silos/lack of integration, and unclear navigability for customers. It is not clear that there are existing well-defined career pathway systems; instead, there seem to be individual services and programs. This could be a potential issue in terms of inefficient use of resources/lack of resource leveraging.

- It is not clear from these responses that organizations have a clear understanding of career pathways. Some responses seem to indicate a general focus at the industry level, or a more specific focus on a particular entry-level/lower-skill occupation. Results do not clearly indicate that organizations are aligning programs and services across agencies to advance people up the full pathway progression, entry-level to advanced. This is particularly noteworthy given the very low-skill/multiple-barrier populations many District organizations are serving.
- Skills development resources for low-skilled youth and adults were identified as the greatest gaps in career pathways-related resources and services, along with supportive services adequate to meet the needs of District residents. Future training could focus on these gaps.
- Four of the top five barriers to implementing career pathways identified on page 10 align with the training needs identified early in the project and are focuses of training efforts through the Community of Practice. The one area that is not directly addressed through training is the lack of awareness of the programs and services provided by other organizations in the District. This is an ongoing area of concern as it contributes to organization silos and duplicative service delivery.
- Survey results clearly indicate that there is an opportunity to engage and partner with groups of employers (rather than single employers) in target industry sectors around career pathways aligned to real industry needs – this does not appear to be happening at scale, if at all, in the District.
- Finally, there appears to be a real need to better engage education providers in career pathways efforts.

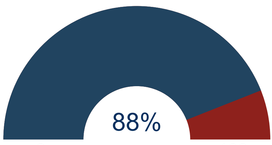
WORKFORCE INVESTMENT COUNCIL

DC COMMUNITY OF PRACTICE

District of Columbia Career Pathways Services

Survey Results November 2017

A total of **43** responses were submitted by variety of District organizations to a survey that was created to identify existing career pathway assets and efforts in the District with **60%** identifying as education/ training providers



Currently participating in a career pathway

Industry Focus of Career Pathway Efforts

- 12 IT & Business Admin
- 11 Hospitality
- 10 Construction
- 8 Healthcare
- 6 Other
- 4 Law Enforcement & Security
- 1 Infrastructure

Only **14** of the **39** occupations that are focused on by providers are on the District's list of high-demand occupations

Communicating Pathways



80% of the respondents share information related to Career Pathways through face-to-face counseling or case management

Top Three Services Provided

Education Services

17 Provide assessements for placement of indviduals into educational programs

14 Provide contextualized, work-based curriculum and instruction

13 Provide cohort-based education and training

Employment Services

24 Assist with resume writing

23 Provide career counseling/ coaching

20 Assist with job search activities

Key Partners

The most commonly cited key partners in career pathways effort include community based-organizations, adult education providers and the public workforce system

81% indicated they are involving employers in their career pathways efforts. Of that 81%,

86%

noted these employers are engaged individually vs an industry partnership



Top Five Barriers

- Up-skilling individuals with very low skills
- Challenges in engaging individuals with low skills in career development/ advancement
- Organizations working in silos
- Lack of awareness of what other organziations in the District are providing for programs and services
- Difficulting engaging and keeping employers engaged

Top Five Gaps

- Skill development resources for low-skilled youth and adults
- Supportive services adequate to meet the needs of District residents
- Education and training programs aligned to the needs of the region's key industries
- Employment-related services to prepare residents for jobs along critical career pathways

Next Steps

01 Conduct future training focused on the identified gaps

02 Engage and partner with groups of employers in target industry sectors around career pathways aligned to real industry needs

03 Build partnerships between providers to increase alignment and eliminate silos

DC Career Pathways
Communities of Practice Project
Needs Assessment and
Focus Group Findings

June 14, 2017

Presented to:

District of Columbia
Workforce Investment Council

Presented by:

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DC Career Pathways Community of Practice Project
Needs Assessment and Focus Group Findings

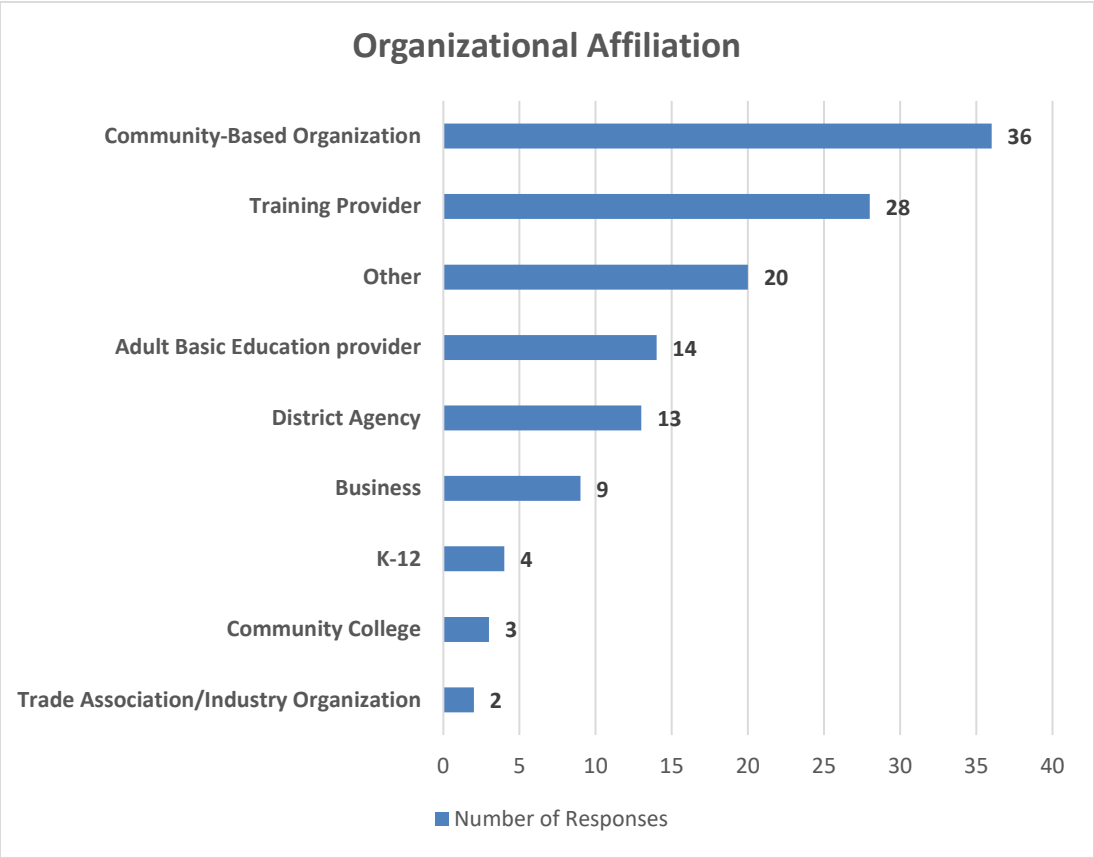
Overview

The DC Career Pathways Community of Practice project is focused on supporting the Career Pathways Task Force's system-wide efforts to enhance and improve youth services, adult education, and workforce services provided in the District through the adoption of career pathways models and best practices; strengthening outcomes for DC residents through these enhanced services; and preparing providers to become a part of a career pathways system.

DC Career Pathways Community of Practice Needs Assessment Survey Results

As part of efforts to assess the current system, a needs assessment survey was created and disseminated to gather information from those engaged in the workforce development system – as a provider, educator, business, or partner. The results of the survey will be used to plan the training and technical assistance offerings that best meet stakeholder interests and needs. A summary of the 129 responses is below.

Organizational Affiliation and Respondent Roles



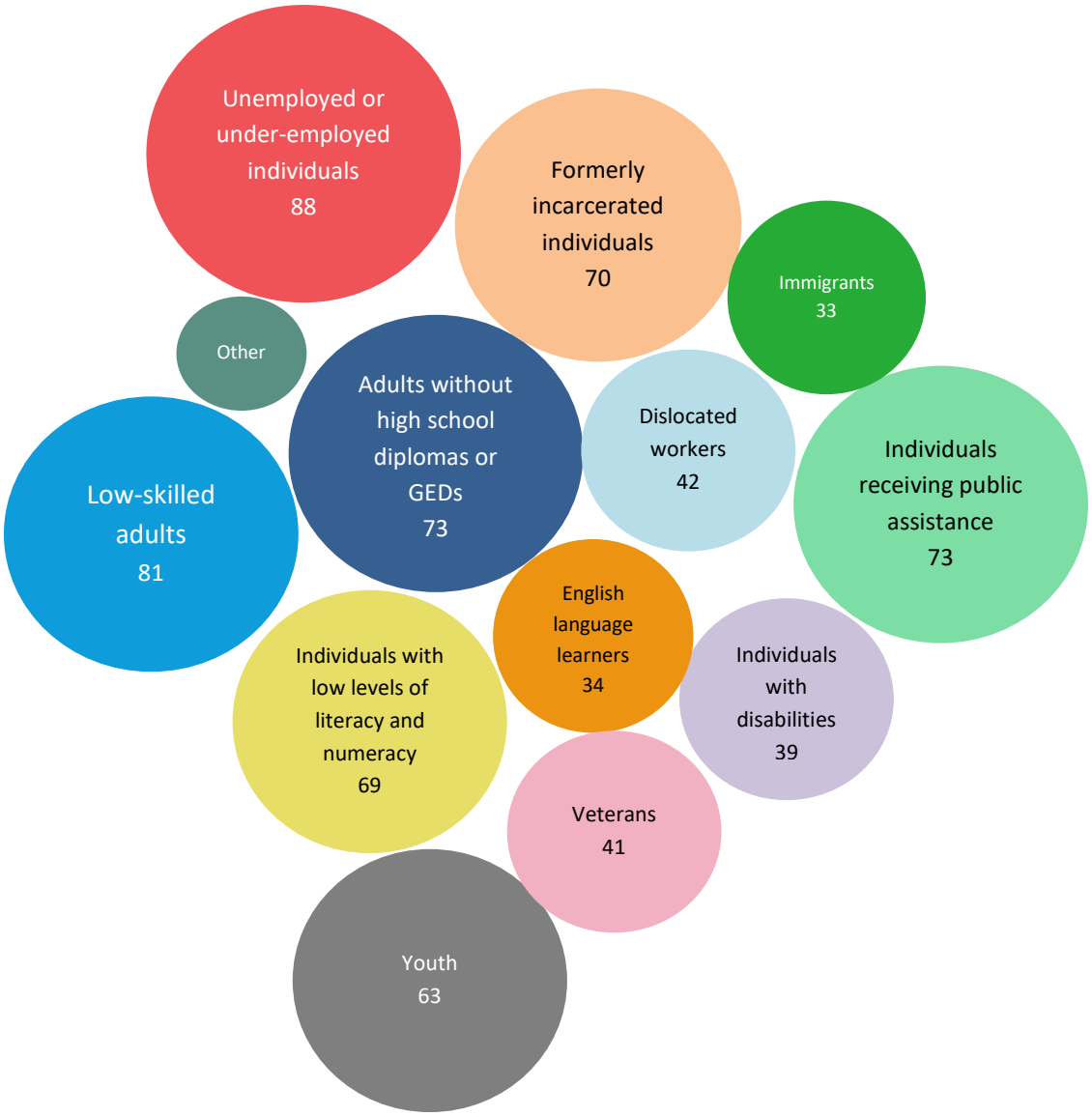
Respondent's Role within His/Her Organization:

- Executive, Administrator – 35%
- Program Manager - 27%
- Other (Director, Manager, Consultant, Development Specialist, Analyst)– 19%
- Case Manager, Frontline Staff – 9%
- Instructor, Teacher – 9%

There were no responses recorded from Economic Development Organizations or 4-year Colleges or Universities, and a low response rate from other education partners (K-12 and community colleges). Within their respective organizations, survey respondents had several different roles – 35% reported they were executives or administrators; and 27% reported they were program managers. There were a variety of responses in the "other" category – consultants, directors, managers, and analysts were noted.

Survey Respondent Primary Service Populations

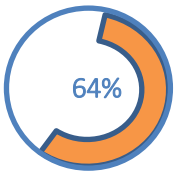
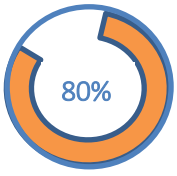
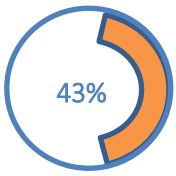
Survey respondents provide services to a wide array of populations, as indicated by the bubble chart below. Unemployed or under-employed individuals, low-skilled adults, adults without high school diplomas or GEDs, and individuals receiving public assistance were the most commonly selected responses, with over 70 organizations indicating they provide services to these populations.



Immigrants and English language learners were the least commonly selected as populations served. This response could identify a potential gap in services for these populations.

Survey responses showed, not surprisingly, that 100% of respondents provided services in the DC area. Services are also being provided in Maryland (by 26% of respondents) and in Virginia (by 20% of respondents). These numbers could indicate the value of a regional approach to Career Pathways efforts, as organizations are already collaborating outside the DC area in their current operations.

Training Preferences

		
Prefer a combination of virtual and in-person training methods	Most likely to attend a half-day training session	Indicated 16-30 participants in a training session is ideal

Sixty-four percent of survey respondents indicated they would prefer a combination of virtual and in-person training methods; 41% would prefer in-person trainings. In-person trainings, while beneficial due to face-to-face interaction, would require additional planning to ensure they are being held in an area centrally-located to many different stakeholders. Virtual training also has its benefits, such as participants being able to access it from their desk and the training recording being accessible on-demand. 80% of survey respondents would be most likely to attend a half-day training session. 43% of respondents indicated that 16-30 participants would be an ideal class size, 37% indicated 0-15 participants would be an ideal class size, 13% had no preference, and 7% would like a larger class size of 31-45 participants.

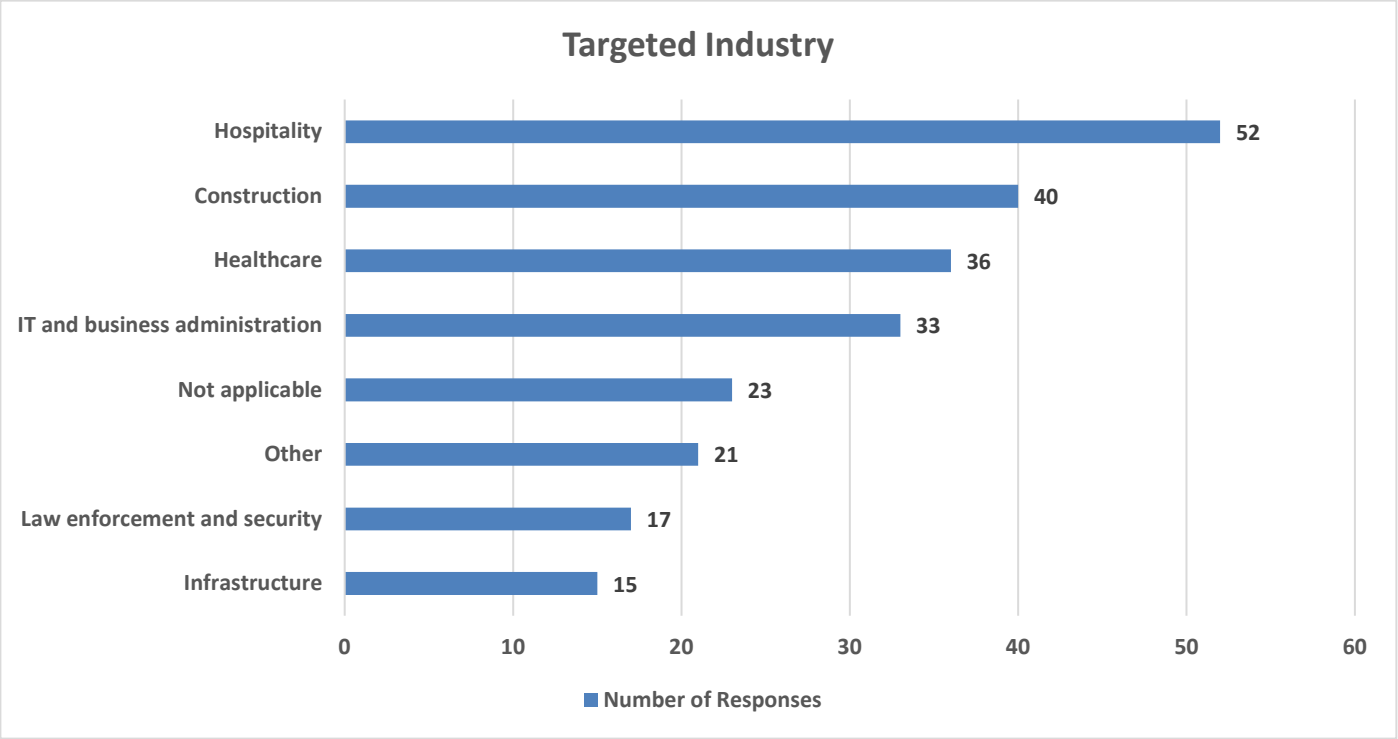
Engagement in Other Communities of Practice

Survey participants were asked about their involvement and engagement in other communities of practice (CoPs). 25% of respondents indicated they were currently involved in capacity-building CoPs such as Raise DC, Catholic Charities, and OSSE Reengagement Center. 75% of respondents were not engaged in a CoP at all. The responses to this question may indicate an opportunity to better engage with partners through a capacity-building CoP, as they are not currently devoting time and effort to other organized CoPs. It would also be worthwhile to explore the offerings of other District CoPs to diminish duplication of materials and resources and duplication of efforts.

Employer Partners/Industry Partnership Groups

Seventy-five percent of survey respondents indicated they are currently working with employer partners or working as part of an industry partnership group. The targeted industries with which respondents are working with are shown below, with hospitality and construction garnering the highest number of responses. Other targeted industries included in the "Other" category were retail, office/administrative, and transportation.

Responses to this question demonstrate that there are employer partnerships currently in place with a variety of different industries identified as targets by the District of Columbia. These relationships could potentially be enhanced through the creation of the Career Pathways community of practice.



Assistance with Establishing New Partnerships

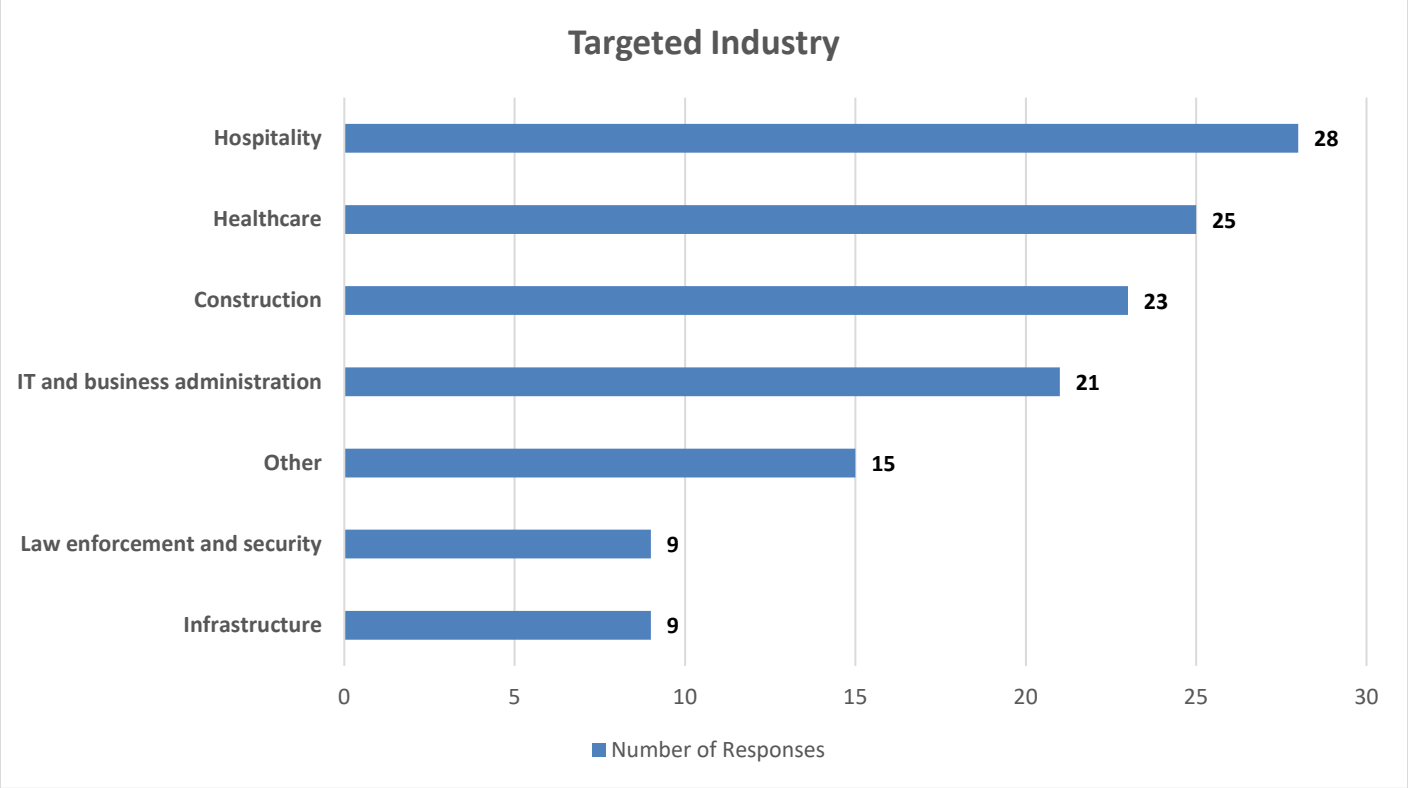
While some survey respondents do currently have employer partnerships in place, assistance is needed to foster new partnerships. Respondents indicated they are interested in developing, but have had difficulty establishing, relationships with the following partners (listed in no particular order):

Potential New Partners	
- Funders	- Women-based Organizations
- Employers	- Veterans
- Administration & Govt.	- IT/Technology Industry
- Industry	- DOES/WIC
- Affordable Housing	- Nonprofits
- Intermediaries	- Construction
- Higher Ed./Comm. Colleges	- Hospitality

Construction and hospitality are two areas included in this "wish list" of new partners. In the prior question, construction and hospitality ranked as the two highest targeted industries for which survey participants already have partnerships in place. A possible next step would be to connect those who are interested in establishing new partnerships in these industries with existing partnerships.

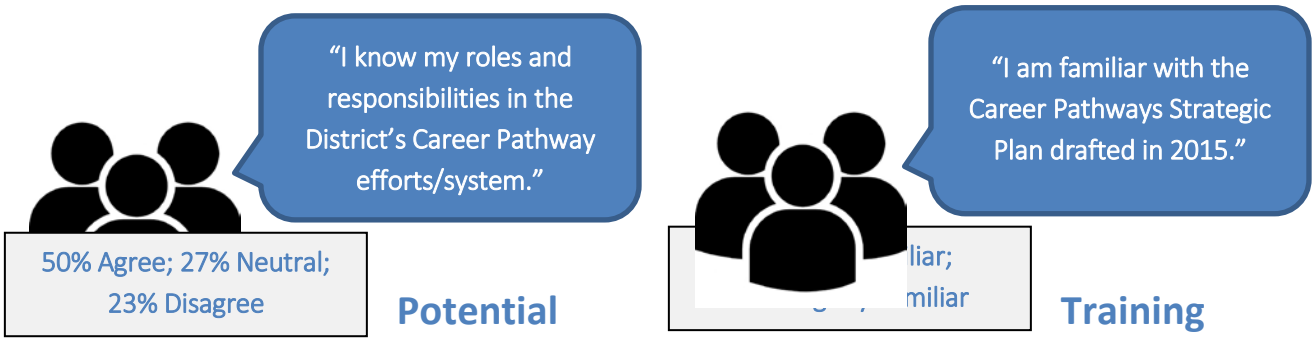
Formal Career Pathways Efforts

Forty-three percent of survey respondents indicated they are currently involved in a formal Career Pathways effort. The industries that respondents are working in are shown below. Hospitality and healthcare ranked the highest, with 28 and 25 responses respectively, and law enforcement/security and infrastructure ranked the lowest with 9 responses each. The experience of the 43% of respondents who are involved in formal efforts could be leveraged when developing and populating the Career Pathways community of practice. Successes, challenges, and lessons learned regarding their Career Pathways efforts could be shared with other stakeholders. The response rate of 43% also shows that there is still a need for a formal Career Pathways effort, as over half of respondents are not currently involved.



Respondents' Level of Engagement with the District's Current Career Pathways Efforts

Survey participants were asked about their current level of engagement with the District's current Career Pathways efforts. 50% agreed they knew their roles and responsibilities, and 50% disagreed or were neutral. 54% of respondents said they were either slightly familiar or not familiar with the Career Pathways Strategic Plan that was drafted in 2015. These numbers indicate a lack of information and knowledge regarding the District's Career Pathways efforts and system. This could be a key area of focus for the initial work of the project's training and technical assistance efforts.



Assistance Topics

Moving forward, the DC WIC is focused on providing relevant and engaging training and technical assistance to stakeholders involved in the Career Pathways system. To gauge which training and technical assistance topics were of the most interest, survey respondents were asked to rank a list of 16 potential topics. The top five topics are shown in the graphic below, which compiles the 79 responses to this question. Understanding and Using Labor Market Information tied with Integrated Education Models for the most interest, with Change Management/Measuring Systems Change third, Unified Business Engagement and Service Delivery fourth, and Performance Measurement fifth.



1. Using Labor Market Information (tie)
1. Integrated Education Models (tie)
3. Change Management/ Measuring Systems Change
4. Unified Business Engagement and Service Delivery
5. Performance Measurement

These responses will likely be the primary topics of the District's future training and technical assistance efforts.

Focus Group Summary

Focus groups were conducted on Tuesday, May 9, 2017, at the DC WIC office to delve deeper into the training and technical assistance needs of the partners from the workforce and education systems. Participants were split into three groups, based on organizational affiliation: community-based organizations; educational partners and training providers; and district agencies. Groups met for 90 minutes and provided invaluable feedback and insight into their training and technical assistance needs.

Approximately 15 attendees (total) shared their current career pathways efforts and described barriers and challenges they have encountered such as lack of clear communication and duplication of efforts, among others. Participants were interested in a community of practice and the ability to use this portal as a "one-stop shop" to find resources/providers/services – a place for existing career pathways components to be brought together. Groups also discussed the need for more effective, targeted marketing to highlight and accurately describe career pathways to a wide variety of audiences (participants, employers, etc.). Other major themes that emerged from focus group discussions were as follows:

- Building and sustaining relationships with employers
- Regionalism
- Disconnect between policy development and implementation and the need to engage providers in discussion on the implications of new policies
- A need to articulate how the system is structured and organized
- Assistance with braiding funding and integrating Career Pathways into ABE
- The need for better access to information about what's happening at the system level and with individual initiatives

Conclusions and Next Steps

Information gathered from the needs assessment survey and the focus groups will be used to formulate a training and technical assistance plan for the District's Career Pathways system and stakeholders. Needs identified by survey respondents and focus group participants are valuable sources of information to assist the District in rolling out a new Career Pathways Community of Practice, along with training and technical assistance. Next steps, based on survey results and focus group discussion, that were discussed with the Career Pathways Task Force include:

- **Asset map/inventory** – a map or inventory identifying career pathway-related assets/organizations that currently exist throughout the DC metro region.
- **Career Pathways Foundation Course** – a course which articulates the vision for sector strategies and career pathways in the District, provides an overview of the District's WIOA plan and the 2015 Career Pathways Strategic Plan, and articulates the relationship between these various planning efforts. It will explore the roles of various career pathways partners and illustrate what the system "looks like."
- **Career Pathways Training Plan** – a plan that outlines the courses that will be created through this project to build capacity among system stakeholders.

Deliverables and Tentative Timeline

Below is a list of deliverables currently planned for the Career Pathways Community of Practice project. Delivery dates are tentative and subject to change based on FY 2017 and 2018 planning.

Deliverable	Tentative Delivery Date

Training Plan	Third quarter FY 2017
Technical Assistance Strategy	Third quarter FY 2017
Training Curriculum	Fourth quarter FY 2017 - ongoing
Training Delivery	Fourth quarter FY 2017 - ongoing
Technical Assistance Delivery	Fourth quarter FY 2017 - ongoing
Content for Community of Practice	Fourth quarter FY 2017 – ongoing
Career Pathways Gap Analysis	Fourth quarter FY 2017
Environmental Scan	Fourth quarter FY 2017
Career Pathway Inventory/Asset Map	Fourth quarter FY 2018
Technical Assistance Report	First quarter FY 2018
Draft Career Pathways	First quarter FY 2018
Final Career Pathways	First quarter FY 2018

Existing Career Pathways Assets and Efforts in the District of Columbia

November 15, 2017

Presented to:

District of Columbia
Workforce Investment Council

Presented by:

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Existing Career Pathways Assets and Efforts in the District of Columbia

Overview

The DC Career Pathways Community of Practice project is focused on supporting the Career Pathways Task Force's system-wide efforts to enhance and improve youth services, adult education, and workforce services provided in the District through the adoption of career pathways models and best practices; strengthening outcomes for DC residents through these enhanced services; and preparing providers to become a part of a career pathways system.

DC Career Pathways Community of Practice Existing Assets and Efforts Survey Results

As part of efforts to assess the current workforce system, a survey was created to identify existing career pathway assets and efforts in the District, as well as career pathways-related needs and gaps. The survey was disseminated to those engaged in the workforce development system – as a provider, educator, or partner. The results of the survey will be used in continuing career pathways efforts by the District. A summary of the responses is below.

Responding Organizations

This survey was sent out via email listservs, distributed at meetings, and marketed through informational flyers. A total of 43 responses were submitted by a variety of District organizations including DC government agencies, nonprofits, training organizations, community-based organizations, and education providers.

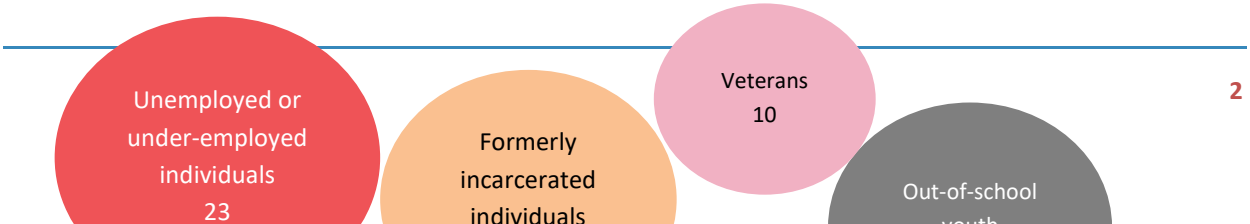
Primary Role of Organizations in Career Pathways

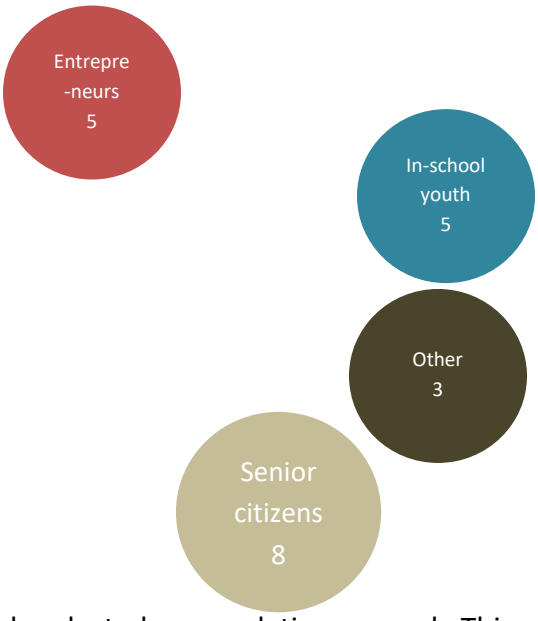
Respondents whose organizations were currently involved in career pathways efforts reported on the role their respective organizations are playing in the efforts. 60% percent of respondents identified as education/training providers, 8% indicated they provide employment services (job search assistance, career counseling, career exploration, etc.), and 4% are providers of case management services. 24% selected "other" and provided responses such as 1:1 Career Coaching, Scholarship Provider, and Career Panel convener. Others noted their organizations played a role in which they provided several different types of services (e.g. case management, employment services, and supportive services).

There were no responses to this question from organizations who are serving as an industry convener/intermediary, labor market information or other data provider, or a provider of supportive services (child care, housing, transportation or other assistance), which could indicate gaps in service, available but unknown resources, or that they did not complete the survey.

Survey Respondent Primary Service Populations

Survey respondents provide services to a wide array of populations, as indicated by the bubble chart below. Unemployed or under-employed individuals, low-skilled adults, adults without high school diplomas or GEDs, formerly incarcerated individuals, and individuals receiving public assistance were the most commonly selected responses.

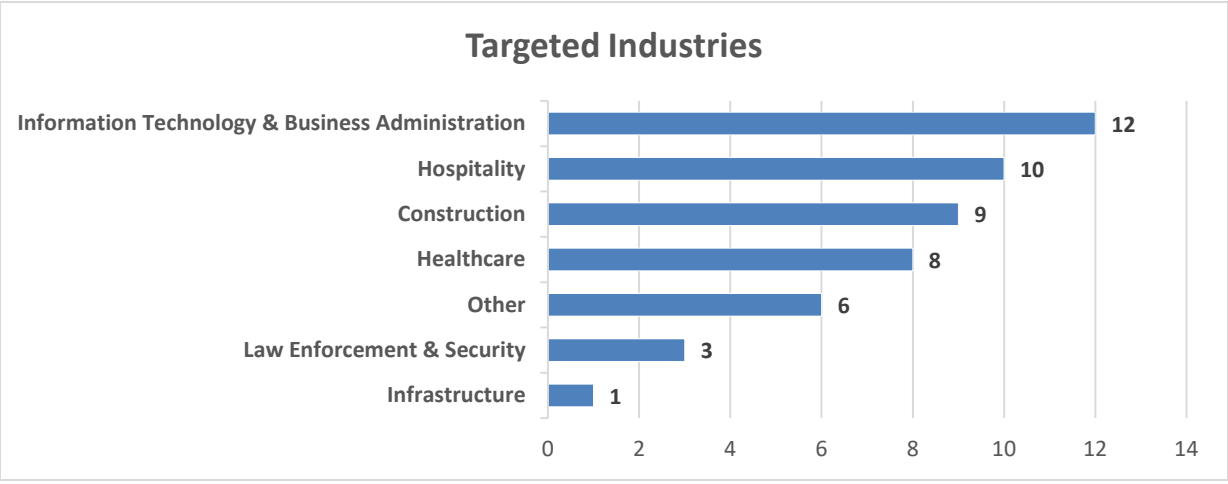




Entrepreneurs and in-school youth were the least commonly selected as populations served. This response could identify a potential gap in services for these populations. Few organizations have just one primary target population — there is a lot of overlap in populations served by each organization, which likely correlates with the services these organizations provide. Most of the respondents selected four or more of the populations identified in the survey.

Existing Career Pathways Efforts

A variety of career pathways efforts are currently underway across the District. Eighty-eight percent of respondents indicated they are currently participating in a career pathway effort in one or more of the District's target industry sectors. Existing efforts were focused on the industries in the table below.



There were several responses in the "other" category – skilled trades, English as a Second Language, Transportation/Automotive, and Vocational Rehabilitation. English as a Second Language and Vocational Rehabilitation are not industry sectors, and these responses could indicate a lack of understand of what career pathways are.

Specific Career Pathways and Occupations

Survey participants were asked to identify specific career pathways and occupations within these pathways that are focus of their current efforts. Responses covered a wide spectrum, and are organized by sector below.

 Information Technology & Business Administration	• Occupational Skills Training • Cybersecurity • Networking • Software Development • Health IT • CompTIA Help Desk • Microsoft Office Specialist • Bookkeeping Assistant* • Financial Assistant • Computer Repair/Support Specialist* • Administrative Assistant* • Executive Assistant* • File Clerk	 Hospitality	• Customer Service Representative • Guest Services • Concierge/Front Desk/Receptionist /Host* • Property Management Representative • Waiter/Server/Bartender* • Travel & Tourism Specialist • Child Care Professional • Prep & Grill Cook*
Construction	• Electronic Technician	 Healthcare	• Vocational Rehabilitation Services • Veterinary Assistant • Medical Coding & Billing • Pharmacy Technician* • Medical Administrative Assistant • Medical Transcriptionist • Nursing Assistant* • Medical Assistant* • Medical Administrator • Home Healthcare Aide* • Health IT
 Law Enforcement & Security	• Legal Secretary*	 Infrastructure	• HVAC Technician* • Auto Repair Technician* • Diesel Mechanic (TDL) • Small Engine Repair (TDL) • Commercial Vehicle Operator (TDL)

Designates a District of Columbia High-Demand Occupation

Efforts appear to be focused on entry-level jobs rather than the full range of occupations along career pathways. Many answers were broad (e.g., "occupational skills training for nationally recognized certifications for jobs in the IT industry," and "those requiring computer skills as well as a

GED or a high school diploma") which could indicate respondents do not understand the question about career pathways, or they do not go beyond entry-level positions. The next step would be to work with employers and other partners on concepts such as stackable credentials, on and off ramps in career pathways, using labor market information, accelerated training approaches, and other strategies to support advancement in a career pathway.

Only 14 of the 39 occupations listed are on the District's list of high-demand occupations indicating a significant mismatch between the occupations on which providers are focused and the District's high-demand occupations, across all sectors. There is also a lack of occupations in some sectors (Construction and Law Enforcement & Security). This could be due to the type of organizations who responded to this survey, although nine respondents did identify that their existing career pathways efforts were focused on the Construction sector. A next step could be identifying assistance that could be provided to these organizations to help them develop specific career pathways and occupations within these two sectors. Collaborative meetings with providers in key sectors could also could a valuable next step, to better align all occupational offerings with industry's identified talent pipeline needs since only the law enforcement cluster had a majority of occupations identified as high demand.

Services for Youth

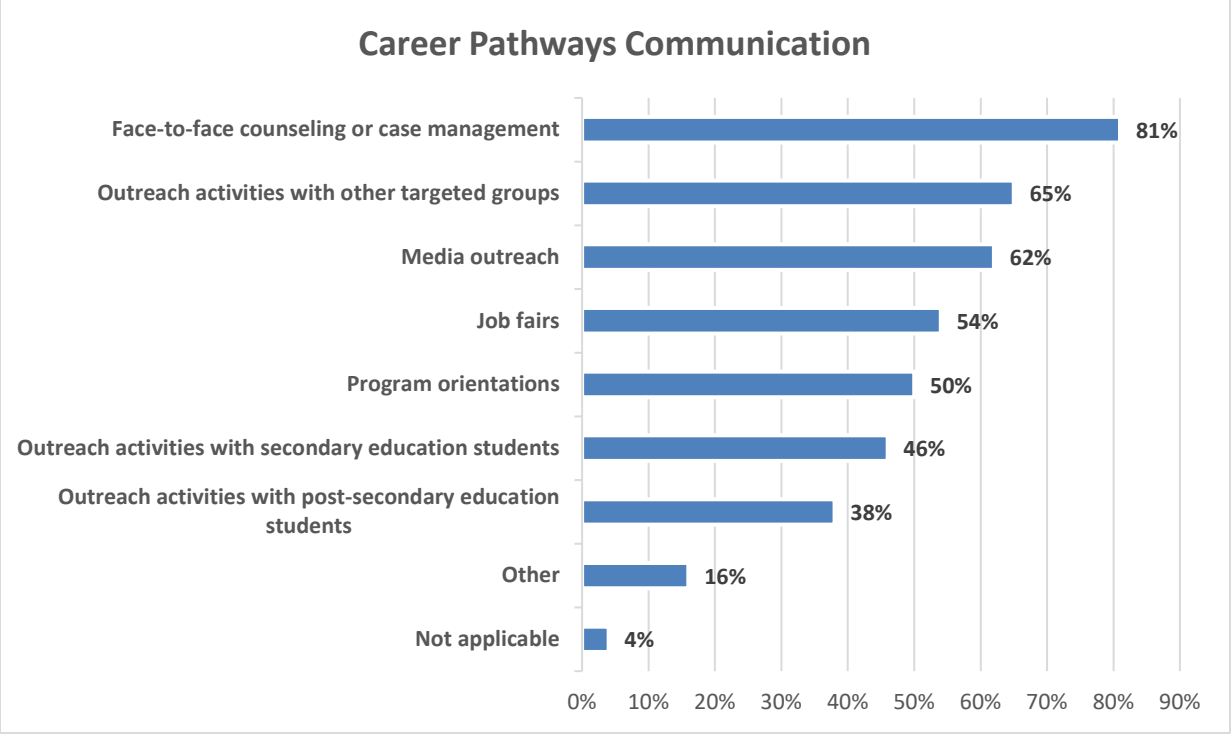
Survey participants shared information on specific services they are currently providing to youth. 64% indicated they are provided occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations, and 50% indicated they are providing each of the following WIOA-required services to youth:

- Follow-up services for at least 12 months after program completion;
- Integrated education and training for a specific occupation or cluster;
- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies; and
- Supportive services and/or postsecondary preparation and transition activities.

Other services being provided to youth include paid and unpaid work experiences with an academic and occupational education component (43%); alternative secondary school offerings or dropout recovery services (29%); financial literacy education (29%); services that provide labor market information about in-demand industry sectors and occupations (29%); leadership development activities (e.g., community service, peer-centered activities) (21%); adult mentoring (14%); comprehensive guidance and counseling, including drug and alcohol abuse counseling (14%); and entrepreneurial skills training (14%).

Communicating Information about Career Pathways

Respondents shared information related to career pathways with their customers in a variety of ways. Face-to-face counseling or case management is practiced by the majority of agencies who responded (80%). It may be worthwhile to offer training on how to counsel individuals using Labor Market Information to make informed choices regarding pathways and sectors. Collectively, the respondents communicate information about career pathways in a variety of ways, as illustrated in the following chart.



Understanding which form of communication providers find the most effective and cost-efficient could be a follow up question in subsequent survey efforts.

Overview of Services Provided

Participants were asked to provide information on the different types of (a) education/training and related services and (b) career navigation and employment services they are providing in the District. The top five responses on services provided as indicated by survey each of these two areas are shown below.

Top 5 Education/Training and Related Services Provided	Number of Orgs. Indicating They Provide the Service		Top 5 Career Navigation & Employment Services Provided	Number of Orgs. Indicating They Provide the Service
Provide assessment(s) for placement of individuals into educational programs	**17**		Assist with resume writing	**24**
Provide contextualized, work-based curriculum and instruction	**14**		Provide career counseling/coaching	**23**
Provide cohort-based education and training	**13**		Assist with job search activities	**20**
Connect individuals to internship opportunities	**12**		Conduct mock interviews	**20**
Provide integrated or concurrent developmental	**12**		Create individual career development	**19**

education and technical skills training			plans	

Only two categories had fewer than five organizations indicating they provide the service: develop transfer agreements between community and technical colleges and four-year institutions and offer non-semester based training schedules. These should be explored further to determine if there are potential gaps in services. Seamless/easy transfer between various "levels" of career pathways, as well as flexible training schedules to accommodate working adults with family and other responsibilities, are essential to successful career pathways approaches. Therefore, these are potentially very critical gaps.

Respondents were able to select more than one response for this question, to indicate that they were providing more than one education/training service and/or navigation or employment service. The overlap in services can either be advantageous to career pathways or not. It can help because a customer could conceivably get access to career pathway services from any number of organizations, with fewer concerns about limited service capacity. However, it can be challenging because organizations may be duplicating efforts, may not be maximizing their resources, and may be contributing to the "siloed" environment many experience. Since organizations do so much "in house," they may not partner as often with other organizations and may lose opportunities for greater impact as a result. Organizations should identify ways to collaborate to more effectively provide these services and realize greater efficiencies in resource utilization.

Involving Employers in Career Pathways Efforts

Eighty-one percent of those who responded to the survey indicated they are currently involving employers in their career pathways efforts. Of that 81%, 86% noted these employers are engaged individually, company by company versus in an industry sector partnership/as a group of employers in an industry. This is notable, as career pathways are ideally developed and implemented with groups of employers in an industry sector, rather than with individual employers. A next step for the WIC could be to convene industry-led sector partnerships and engage community partners to support this effort.

The following activities are being pursued by organizations who are working with employers on career pathways, and the number of organizations who are pursuing them:

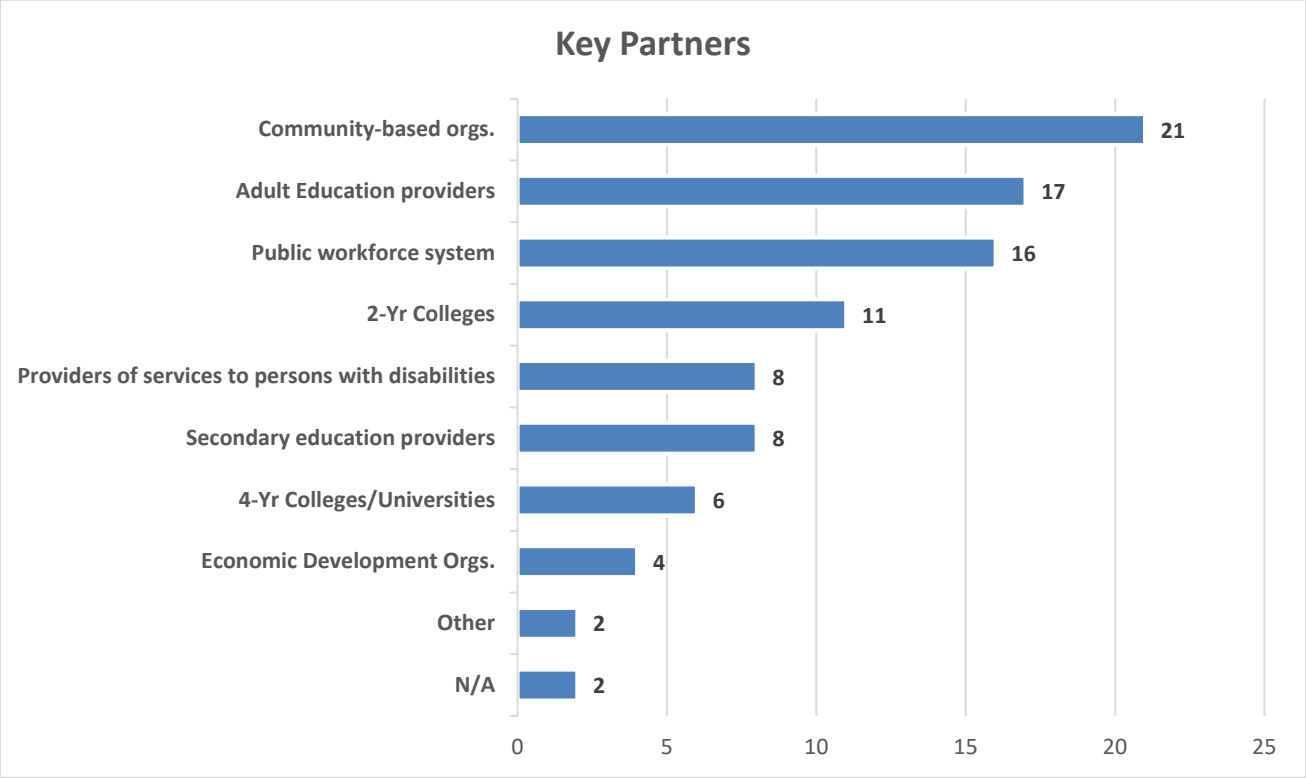
- Work with employers to identify their critical workforce skill and training needs – **20** responses
- Work with employers to identify their key workforce challenges – **19** responses
- Assess, screen, and refer candidates for employers – **17** responses
- Offer training that leads to attainment of industry-recognized/validated credentials – **16** responses
- Host hiring events for employers – **13** responses
- Work with employers to understand and map key career pathways, entry-level to advanced, in their companies and/or industries – **11** responses
- Design and implement employer-driven education and training programs – **11** responses
- Provide work-based training such as Registered Apprenticeship and on-the-job training – **9** responses

- Validate labor market information with employers – **9** responses
- Provide labor market information and analysis – **5** responses
- Not applicable – 2 responses

The low number of responses to these key activities around employer engagement are of some concern, as they indicate a lack of meaningful work with employers around career pathways. Training on employer engagement could be a worthwhile next step.

Key Partners in Career Pathways Efforts

The key partners in career pathways efforts are the following, based on survey results: community based-organizations, adult education providers, and the public workforce system. Full results to the question are listed in the table below.



The top key partners could be indicative of the fact that the majority of the organizations who answered the survey identified as community based organizations. Several key partners are included in the answers but fell much lower on the list, such as the secondary and postsecondary institutions and economic development organizations; this may represent stakeholders' groups that need to be better-engaged. Eighty-one percent of respondents indicated they collaborate with partners both formally and informally. Engagement is important at all levels of the education and training providers to ensure multiple on and off ramps and progression along the pathways.

Greatest Barriers in Career Pathways Efforts

Ten barriers to career pathways efforts were presented in this section of the survey, and respondents were asked to rank the barriers from greatest to least, based on their organizational experiences.

Survey results indicate the barriers to developing and implementing career pathways are (ranked greatest to least):

1. Up-skilling individuals with very low skills and multiple barriers to employment (ranked the **greatest barrier by 33%** of respondents);
2. Challenges in engaging individuals with low skills in career development/advancement (ranked the **second greatest barrier by 40%** of respondents);
3. Organizations working in silos (ranked the **third greatest barrier by 27%** of respondents);
4. Lack of awareness of what other organizations in the District provide in terms of programs and services (ranked the **fourth greatest barrier by 21%** of respondents); and
5. Difficulty engaging employers and/or keeping them engaged (ranked the **fifth greatest barrier by 33%** of respondents);
6. Lack of understanding of pathways models;
7. Lack of flexibility to modify existing training programs or start new programs;
8. Insufficient pathways data;
9. Difficulty engaging education and training providers; and
10. Difficulty engaging community-based/supportive services providers.

Greatest Gaps in Career Pathways-Related Resources and Services

Regarding gaps in career pathways-related resources and services in the District, the survey results show less consensus than was seen in other question responses. The only resource that was not identified as a major gap was comprehensive labor market information.

Given that one of the greatest barriers identified in the previous question was making connections amongst the various organizations and identifying their services and resources, the creation of an asset map could be a starting point in bringing these organizations together. One option would be to host sector-based sessions to then link identified assets to the development and implementation of career pathways. In the chart below, the greatest to least gaps are identified, based on a ranking from 1 to 10, with 1 being the greatest gap.

1. Skill development resources for low-skilled youth (**weighted average of 3.9**)
2. Skill development resources for low-skilled adults (**weighted average of 4.07**)
3. Supportive services adequate to meet the needs of District residents (**weighted average of 4.21**)
4. Education and training programs aligned to the needs of the region's key industries (**weighted average of 4.58**)
5. Employment-related services to prepare residents for jobs along critical career pathways (**weighted average of 4.67**)
6. Post-secondary-level career education and exploration (**weighted average of 4.86**)
7. Outreach and engagement avenues to connect District residents to career pathway opportunities (**weighted average of 4.89**)
8. Secondary education-level career education and exploration (**weighted average of 5.21**)
9. Comprehensive labor market information (**weighted average of 7.25**)

Level of Involvement in Career Pathways Efforts

Sixteen organizations that responded to this question indicated that their career pathways efforts are "advanced, but want to strengthen/expand" them. The highest scores, which indicate which efforts organizations are most heavily involved in, are as follows:

- Engaging and partnering with groups of employers in target industry sectors around career pathways (**38% indicated advanced efforts**);
- Engaging our partners and others in workforce development, education, and community-based services in the development and implementation of career pathways efforts (**27% indicated advanced efforts**); and
- Mapping career pathways in key industries in the District's region (**19% indicated advanced efforts**).

Although 38% of respondents indicated they are most heavily involved in engaging and partnering with groups of employers in target industry sectors around career pathways, this response is a contradiction to a previous survey question regarding involving employers in career pathways efforts. To this question, a majority of respondents noted they are engaging employers individually, company by company versus in an industry sector partnership/as a group of employers in an industry.

Future trainings could be focused in the following two areas that received the lowest overall scores:

- Tracking progress of pathways efforts against shared performance goals that cross partner agencies, programs, and funding streams (**23% indicated they have not started this effort yet**); and
- Braiding our resources with those of our partners to support the implementation of joint pathways efforts (**15% indicated they have not started this effort yet**).

Another training topic could be the roles and responsibilities of partners in an employer-led sector partnership.

Conclusions and Next Steps

- Gathering responses to this survey was a difficult task, and, in spite of numerous outreach efforts by both the WIC and OSSE through meetings, trainings and email, the response rate remained low. Launched in early August and closed in mid-September, only 43 organizations completed the survey in that time period. As a result, complete information about the depth and breadth of current career pathways assets was not obtained, and, therefore, assessing gaps cannot be fully done.
- Although 43 organizations responded to the survey, an average of 25 people responded to each individual question – many respondents skipped questions in the survey. Therefore, it is tough to draw any real conclusions from the responses of only about 60% of the total number of respondents. This could be due to the fact that not all organizations are able to respond to each question based on their current level of career pathways involvement.
- Based on results to this survey, there may be a wide variety of programs and services in the District that could be connected to support the development and implementation of career pathways. However, there also appears to be a lot of duplication, silos/lack of integration, and unclear navigability for customers. It is not clear that there are existing well-defined career pathway systems; instead, there seem to be individual services and programs. This could be a potential issue in terms of inefficient use of resources/lack of resource leveraging.

- It is not clear from these responses that organizations have a clear understanding of career pathways. Some responses seem to indicate a general focus at the industry level, or a more specific focus on a particular entry-level/lower-skill occupation. Results do not clearly indicate that organizations are aligning programs and services across agencies to advance people up the full pathway progression, entry-level to advanced. This is particularly noteworthy given the very low-skill/multiple-barrier populations many District organizations are serving.
- Skills development resources for low-skilled youth and adults were identified as the greatest gaps in career pathways-related resources and services, along with supportive services adequate to meet the needs of District residents. Future training could focus on these gaps.
- Four of the top five barriers to implementing career pathways identified on page 10 align with the training needs identified early in the project and are focuses of training efforts through the Community of Practice. The one area that is not directly addressed through training is the lack of awareness of the programs and services provided by other organizations in the District. This is an ongoing area of concern as it contributes to organization silos and duplicative service delivery.
- Survey results clearly indicate that there is an opportunity to engage and partner with groups of employers (rather than single employers) in target industry sectors around career pathways aligned to real industry needs – this does not appear to be happening at scale, if at all, in the District.
- Finally, there appears to be a real need to better engage education providers in career pathways efforts.

IT Occupations in the IT and Business Services Industry, District of Columbia MSA
(Sorted by % Change)

SOC	Description	Employed in Industry Group (2018)	Employed in Industry Group (2028)	Change (2018 - 2028)	% Change (2018 - 2028)	% of Total Jobs in Industry Group (2017)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
15-1132	Software Developers, Applications	28,023	33,696	5,673	20%	4.3%	$54.99	Bachelor's degree	None	None
15-1122	Information Security Analysts	10,067	11,936	1,869	19%	1.5%	$53.22	Bachelor's degree	Less than 5 y	None
15-1134	Web Developers	4,073	4,517	444	11%	0.6%	$36.62	Associate's degree	None	None
15-1111	Computer and Information Research Scientists	1,170	1,295	125	11%	0.2%	$60.00	Master's degree	None	None
15-1151	Computer User Support Specialists	13,070	14,110	1,040	8%	2.0%	$29.29	Some college, no degre	None	None
11-3021	Computer and Information Systems Managers	11,449	12,079	630	6%	1.8%	$76.73	Bachelor's degree	5 years or mo	None
15-1199	Computer Occupations, All Other	8,748	9,220	472	5%	1.4%	$55.94	Bachelor's degree	None	None
17-2061	Computer Hardware Engineers	1,488	1,559	71	5%	0.2%	$60.43	Bachelor's degree	None	None
15-1121	Computer Systems Analysts	22,632	23,613	981	4%	3.5%	$48.17	Bachelor's degree	None	None
15-1141	Database Administrators	3,305	3,432	127	4%	0.5%	$47.33	Bachelor's degree	None	None
15-1152	Computer Network Support Specialists	4,900	5,057	157	3%	0.8%	$37.00	Associate's degree	None	None
15-1133	Software Developers, Systems Software	20,463	21,085	622	3%	3.2%	$58.93	Bachelor's degree	None	None
15-1143	Computer Network Architects	7,348	7,486	138	2%	1.2%	$57.42	Bachelor's degree	5 years or mo	None
15-1142	Network and Computer Systems Administrators	12,643	12,879	236	2%	2.0%	$47.54	Bachelor's degree	None	None
15-1131	Computer Programmers	6,639	6,134	(505)	(8%)	1.1%	$45.11	Bachelor's degree	None	None
43-9021	Data Entry Keyers	1,573	1,344	(229)	(15%)	0.3%	$18.33	High school diploma or	None	Short-term on-the-job training

IT Occupations in the IT and Business Services Industry, District of Columbia MSA
(Sorted by Median Hourly Earnings)

SOC	Description	Employed in Industry Group (2018)	Employed in Industry Group (2028)	Change (2018 - 2028)	% Change (2018 - 2028)	% of Total Jobs in Industry Group (2017)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
11-3021	Computer and Information Systems Managers	11,449	12,079	630	6%	1.8%	$76.73	Bachelor's degree	5 years or mo	None
17-2061	Computer Hardware Engineers	1,488	1,559	71	5%	0.2%	$60.43	Bachelor's degree	None	None
15-1111	Computer and Information Research Scientists	1,170	1,295	125	11%	0.2%	$60.00	Master's degree	None	None
15-1133	Software Developers, Systems Software	20,463	21,085	622	3%	3.2%	$58.93	Bachelor's degree	None	None
15-1143	Computer Network Architects	7,348	7,486	138	2%	1.2%	$57.42	Bachelor's degree	5 years or mo	None
15-1199	Computer Occupations, All Other	8,748	9,220	472	5%	1.4%	$55.94	Bachelor's degree	None	None
15-1132	Software Developers, Applications	28,023	33,696	5,673	20%	4.3%	$54.99	Bachelor's degree	None	None
15-1122	Information Security Analysts	10,067	11,936	1,869	19%	1.5%	$53.22	Bachelor's degree	Less than 5 y	None
15-1121	Computer Systems Analysts	22,632	23,613	981	4%	3.5%	$48.17	Bachelor's degree	None	None
15-1142	Network and Computer Systems Administrators	12,643	12,879	236	2%	2.0%	$47.54	Bachelor's degree	None	None
15-1141	Database Administrators	3,305	3,432	127	4%	0.5%	$47.33	Bachelor's degree	None	None
15-1131	Computer Programmers	6,639	6,134	(505)	(8%)	1.1%	$45.11	Bachelor's degree	None	None
15-1152	Computer Network Support Specialists	4,900	5,057	157	3%	0.8%	$37.00	Associate's degree	None	None
15-1134	Web Developers	4,073	4,517	444	11%	0.6%	$36.62	Associate's degree	None	None
15-1151	Computer User Support Specialists	13,070	14,110	1,040	8%	2.0%	$29.29	Some college, no degre	None	None
43-9021	Data Entry Keyers	1,573	1,344	(229)	(15%)	0.3%	$18.33	High school diploma or	None	Short-term on-the-job training

Security / Protective Services Occupations in the Law Enforcement and Security Industry, District of Columbia MSA
(Sorted by % Change)

SOC	Description	Employed in Industry Group (2018)	Employed in Industry Group (2028)	Change (2018 - 2028)	% Change (2018 - 2028)	% of Total Jobs in Industry Group (2017)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
33-3021	Detectives and Criminal Investigators	246	312	66	27%	0.2%	$61.25	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
19-4092	Forensic Science Technicians	253	305	52	21%	0.2%	$38.31	Bachelor's degree	None	Moderate-term on-the-job training
33-3012	Correctional Officers and Jailers	837	987	150	18%	0.6%	$25.83	High school diploma or equivalent	None	Moderate-term on-the-job training
43-5031	Police, Fire, and Ambulance Dispatchers	975	1,133	158	16%	0.7%	$25.48	High school diploma or equivalent	None	Moderate-term on-the-job training
29-2041	Emergency Medical Technicians and Paramedics	1,097	1,262	165	15%	0.8%	$26.22	Postsecondary nondegree award	None	None
33-2011	Firefighters	4,653	5,317	664	14%	3.4%	$29.06	Postsecondary nondegree award	None	Long-term on-the-job training
33-9099	Protective Service Workers, All Other	521	594	73	14%	0.4%	$19.72	High school diploma or equivalent	None	Short-term on-the-job training
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	1,017	1,156	139	14%	0.8%	$47.55	Postsecondary nondegree award	Less than 5 years	Moderate-term on-the-job training
33-3051	Police and Sheriff's Patrol Officers	10,538	11,958	1,420	13%	7.8%	$34.97	High school diploma or equivalent	None	Moderate-term on-the-job training
33-1012	First-Line Supervisors of Police and Detectives	1,719	1,949	230	13%	1.3%	$53.80	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
21-1092	Probation Officers and Correctional Treatment Specialists	820	924	104	13%	0.6%	$26.73	Bachelor's degree	None	Short-term on-the-job training
43-5032	Dispatchers, Except Police, Fire, and Ambulance	465	523	58	12%	0.3%	$19.60	High school diploma or equivalent	None	Moderate-term on-the-job training
33-1099	First-Line Supervisors of Protective Service Workers, All Other	1,256	1,364	108	9%	0.9%	$26.97	High school diploma or equivalent	Less than 5 years	None
33-9032	Security Guards	26,519	28,674	2,155	8%	19.6%	$19.06	High school diploma or equivalent	None	Short-term on-the-job training
33-9021	Private Detectives and Investigators	1,276	1,358	82	6%	1.0%	$34.28	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training

Security / Protective Services Occupations in the Law Enforcement and Security Industry, District of Columbia MSA
(Sorted by Median Hourly Earnings)

SOC	Description	Employed in Industry Group (2018)	Employed in Industry Group (2028)	Change (2018 - 2028)	% Change (2018 - 2028)	% of Total Jobs in Industry Group (2017)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
33-3021	Detectives and Criminal Investigators	246	312	66	27%	0.2%	$61.25	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
33-1012	First-Line Supervisors of Police and Detectives	1,719	1,949	230	13%	1.3%	$53.80	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	1,017	1,156	139	14%	0.8%	$47.55	Postsecondary nondegree award	Less than 5 years	Moderate-term on-the-job training
19-4092	Forensic Science Technicians	253	305	52	21%	0.2%	$38.31	Bachelor's degree	None	Moderate-term on-the-job training
33-3051	Police and Sheriff's Patrol Officers	10,538	11,958	1,420	13%	7.8%	$34.97	High school diploma or equivalent	None	Moderate-term on-the-job training
33-9021	Private Detectives and Investigators	1,276	1,358	82	6%	1.0%	$34.28	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
33-2011	Firefighters	4,653	5,317	664	14%	3.4%	$29.06	Postsecondary nondegree award	None	Long-term on-the-job training
33-1099	First-Line Supervisors of Protective Service Workers, All Other	1,256	1,364	108	9%	0.9%	$26.97	High school diploma or equivalent	Less than 5 years	None
21-1092	Probation Officers and Correctional Treatment Specialists	820	924	104	13%	0.6%	$26.73	Bachelor's degree	None	Short-term on-the-job training
29-2041	Emergency Medical Technicians and Paramedics	1,097	1,262	165	15%	0.8%	$26.22	Postsecondary nondegree award	None	None
33-3012	Correctional Officers and Jailers	837	987	150	18%	0.6%	$25.83	High school diploma or equivalent	None	Moderate-term on-the-job training
43-5031	Police, Fire, and Ambulance Dispatchers	975	1,133	158	16%	0.7%	$25.48	High school diploma or equivalent	None	Moderate-term on-the-job training
33-9099	Protective Service Workers, All Other	521	594	73	14%	0.4%	$19.72	High school diploma or equivalent	None	Short-term on-the-job training
43-5032	Dispatchers, Except Police, Fire, and Ambulance	465	523	58	12%	0.3%	$19.60	High school diploma or equivalent	None	Moderate-term on-the-job training
33-9032	Security Guards	26,519	28,674	2,155	8%	19.6%	$19.06	High school diploma or equivalent	None	Short-term on-the-job training

Transportation Occupations in the Infrastructure and Transportation Industry, District of Columbia MSA
(Sorted by % Change)

SOC	Description	Employed in Industry Group (2018)	Employed in Industry Group (2028)	Change (2018 - 2028)	% Change (2018 - 2028)	% of Total Jobs in Industry Group (2017)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
53-3021	Bus Drivers, Transit and Intercity	2,491	3,216	725	29%	2.8%	$21.10	High school diploma or equivalent	None	Moderate-term on-the-job training
53-3022	Bus Drivers, School or Special Client	3,157	4,048	891	28%	3.5%	$20.28	High school diploma or equivalent	None	Short-term on-the-job training
53-3099	Motor Vehicle Operators, All Other	120	151	31	26%	0.1%	$23.70	No formal educational credential	None	Short-term on-the-job training
53-6061	Transportation Attendants, Except Flight Attendants	331	402	71	21%	0.4%	$24.74	High school diploma or equivalent	None	Short-term on-the-job training
53-3041	Taxi Drivers and Chauffeurs	9,883	11,831	1,948	20%	11.2%	$11.17	No formal educational credential	None	Short-term on-the-job training
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	948	1,102	154	16%	1.1%	$25.06	High school diploma or equivalent	None	Long-term on-the-job training
49-3011	Aircraft Mechanics and Service Technicians	660	757	97	15%	0.7%	$35.08	Postsecondary nondegree award	None	None
49-2091	Avionics Technicians	131	149	18	14%	0.1%	$34.88	Associate's degree	None	None
53-7061	Cleaners of Vehicles and Equipment	452	497	45	10%	0.5%	$11.54	No formal educational credential	None	Short-term on-the-job training
53-1048	First-line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	1,471	1,598	127	9%	1.7%	$28.89	High school diploma or equivalent	Less than 5 years	None
53-2022	Airfield Operations Specialists	139	151	12	9%	0.2%	$31.64	High school diploma or equivalent	None	Long-term on-the-job training
53-3032	Heavy and Tractor-Trailer Truck Drivers	10,094	10,935	841	8%	11.7%	$21.04	Postsecondary nondegree award	None	Short-term on-the-job training
53-3033	Light Truck or Delivery Services Drivers	1,038	1,123	85	8%	1.2%	$15.92	High school diploma or equivalent	None	Short-term on-the-job training
53-2012	Commercial Pilots	156	168	12	8%	0.2%	$50.44	High school diploma or equivalent	None	Moderate-term on-the-job training
53-7051	Industrial Truck and Tractor Operators	965	1,004	39	4%	1.1%	$20.31	No formal educational credential	None	Short-term on-the-job training
53-6099	Transportation Workers, All Other	993	1,022	29	3%	1.2%	$20.75	High school diploma or equivalent	None	Short-term on-the-job training
43-5032	Dispatchers, Except Police, Fire, and Ambulance	1,174	1,199	25	2%	1.4%	$19.60	High school diploma or equivalent	None	Moderate-term on-the-job training
43-5011	Cargo and Freight Agents	1,016	1,017	1	0%	1.2%	$16.32	High school diploma or equivalent	None	Short-term on-the-job training
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	2,320	2,283	(37)	(2%)	2.7%	$18.97	High school diploma or equivalent	None	Short-term on-the-job training
53-2011	Airline Pilots, Copilots, and Flight Engineers	1,963	1,826	(137)	(7%)	2.4%	$92.71	Bachelor's degree	Less than 5 years	Moderate-term on-the-job training

Transportation Occupations in the Infrastructure and Transportation Industry, District of Columbia MSA
(Sorted by Median Hourly Earnings)

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53-2012	Commercial Pilots	156	168	12	8%	0.2%	$50.44	High school diploma or equivalent	None	Moderate-term on-the-job training
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53-2022	Airfield Operations Specialists	139	151	12	9%	0.2%	$31.64	High school diploma or equivalent	None	Long-term on-the-job training
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53-6099	Transportation Workers, All Other	993	1,022	29	3%	1.2%	$20.75	High school diploma or equivalent	None	Short-term on-the-job training
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53-3033	Light Truck or Delivery Services Drivers	1,038	1,123	85	8%	1.2%	$15.92	High school diploma or equivalent	None	Short-term on-the-job training
53-7061	Cleaners of Vehicles and Equipment	452	497	45	10%	0.5%	$11.54	No formal educational credential	None	Short-term on-the-job training
53-3041	Taxi Drivers and Chauffeurs	9,883	11,831	1,948	20%	11.2%	$11.17	No formal educational credential	None	Short-term on-the-job training

IT Occupations in the IT and Business Services Industry, District of Columbia
(Sorted by % Change)

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15-1132	Software Developers, Applications	2,311	3,307	996	43%	1.5%	$55.94	Bachelor's degree	None	None
15-1122	Information Security Analysts	1,007	1,279	272	27%	0.7%	$56.85	Bachelor's degree	Less than 5 years	None
15-1152	Computer Network Support Specialists	448	511	63	14%	0.3%	$42.28	Associate's degree	None	None
15-1133	Software Developers, Systems Software	2,326	2,652	326	14%	1.6%	$54.01	Bachelor's degree	None	None
15-1121	Computer Systems Analysts	3,230	3,666	436	13%	2.2%	$49.39	Bachelor's degree	None	None
11-3021	Computer and Information Systems Managers	2,149	2,436	287	13%	1.5%	$75.98	Bachelor's degree	5 years or more	None
15-1151	Computer User Support Specialists	3,000	3,365	365	12%	2.0%	$31.17	Some college, no degree	None	None
15-1141	Database Administrators	495	555	60	12%	0.3%	$45.27	Bachelor's degree	None	None
15-1134	Web Developers	813	910	97	12%	0.6%	$39.92	Associate's degree	None	None
15-1142	Network and Computer Systems Administrators	1,485	1,648	163	11%	1.0%	$45.65	Bachelor's degree	None	None
15-1199	Computer Occupations, All Other	2,228	2,460	232	10%	1.5%	$56.18	Bachelor's degree	None	None
15-1143	Computer Network Architects	974	1,075	101	10%	0.7%	$52.27	Bachelor's degree	5 years or more	None
15-1131	Computer Programmers	1,050	1,048	(2)	(0%)	0.7%	$48.96	Bachelor's degree	None	None
43-9021	Data Entry Keyers	199	176	(23)	(12%)	0.1%	$19.57	High school diploma or equivalent	None	Short-term on-the-job training

IT Occupations in the IT and Business Services Industry, District of Columbia
(Sorted by Median Hourly Earnings)

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15-1199	Computer Occupations, All Other	2,228	2,460	232	10%	1.5%	$56.18	Bachelor's degree	None	None
15-1132	Software Developers, Applications	2,311	3,307	996	43%	1.5%	$55.94	Bachelor's degree	None	None
15-1133	Software Developers, Systems Software	2,326	2,652	326	14%	1.6%	$54.01	Bachelor's degree	None	None
15-1143	Computer Network Architects	974	1,075	101	10%	0.7%	$52.27	Bachelor's degree	5 years or more	None
15-1121	Computer Systems Analysts	3,230	3,666	436	13%	2.2%	$49.39	Bachelor's degree	None	None
15-1131	Computer Programmers	1,050	1,048	(2)	(0%)	0.7%	$48.96	Bachelor's degree	None	None
15-1142	Network and Computer Systems Administrators	1,485	1,648	163	11%	1.0%	$45.65	Bachelor's degree	None	None
15-1141	Database Administrators	495	555	60	12%	0.3%	$45.27	Bachelor's degree	None	None
15-1152	Computer Network Support Specialists	448	511	63	14%	0.3%	$42.28	Associate's degree	None	None
15-1134	Web Developers	813	910	97	12%	0.6%	$39.92	Associate's degree	None	None
15-1151	Computer User Support Specialists	3,000	3,365	365	12%	2.0%	$31.17	Some college, no degree	None	None
43-9021	Data Entry Keyers	199	176	(23)	(12%)	0.1%	$19.57	High school diploma or equivalent	None	Short-term on-the-job training

Security / Protective Services Occupations in the Law Enforcement and Security Industry, District of Columbia (Sorted by % Change)

SOC	Description	Employed in Industry Group (2017)	Employed in Industry Group (2018)	Employed in Industry Group (2028)	Change (2018 - 2028)	% Change (2018 - 2028)	% of Total Jobs in Industry Group (2017)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
33-9021	Private Detectives and Investigators	129	133	149	16	12%	0.8%	$32.84	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
33-3021	Detectives and Criminal Investigators	18	18	20	2	11%	0.1%	$61.50	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
33-2011	Firefighters	115	116	127	11	9%	0.7%	$27.49	Postsecondary nondegree award	None	Long-term on-the-job training
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	34	34	37	3	9%	0.2%	$46.74	Postsecondary nondegree award	Less than 5 years	Moderate-term on-the-job training
33-1099	First-Line Supervisors of Protective Service Workers, All Other	333	341	371	30	9%	2.1%	$26.02	High school diploma or equivalent	Less than 5 years	None
33-1012	First-Line Supervisors of Police and Detectives	45	46	50	4	9%	0.3%	$55.43	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
11-9161	Emergency Management Directors	12	12	13	1	8%	0.1%	$63.35	Bachelor's degree	5 years or more	None
43-5031	Police, Fire, and Ambulance Dispatchers	66	66	71	5	8%	0.4%	$31.74	High school diploma or equivalent	None	Moderate-term on-the-job training
33-9032	Security Guards	9,927	10,127	10,863	736	7%	63.3%	$18.83	High school diploma or equivalent	None	Short-term on-the-job training
29-2041	Emergency Medical Technicians and Paramedics	156	158	167	9	6%	1.0%	$28.90	Postsecondary nondegree award	None	None
33-3052	Transit and Railroad Police	36	36	38	2	6%	0.2%	$35.46	High school diploma or equivalent	None	Moderate-term on-the-job training
33-3051	Police and Sheriff's Patrol Officers	877	886	933	47	5%	5.6%	$36.01	High school diploma or equivalent	None	Moderate-term on-the-job training
43-5032	Dispatchers, Except Police, Fire, and Ambulance	25	25	26	1	4%	0.2%	$17.11	High school diploma or equivalent	None	Moderate-term on-the-job training
33-9099	Protective Service Workers, All Other	28	29	30	1	3%	0.2%	$18.94	High school diploma or equivalent	None	Short-term on-the-job training
33-3012	Correctional Officers and Jailers	30	31	32	1	3%	0.2%	$25.22	High school diploma or equivalent	None	Moderate-term on-the-job training
33-3041	Parking Enforcement Workers	59	57	40	(17)	(30%)	0.4%	$26.31	High school diploma or equivalent	None	Short-term on-the-job training

Security / Protective Services Occupations in the Law Enforcement and Security Industry,
District of Columbia (Sorted by Median Houry Earnings)

SOC	Description	Employed in Industry Group (2017)	Employed in Industry Group (2018)	Employed in Industry Group (2028)	Change (2018 - 2028)	% Change (2018 - 2028)	% of Total Jobs in Industry Group (2017)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
11-9161	Emergency Management Directors	12	12	13	1	8%	0.1%	$63.35	Bachelor's degree	5 years or more	None
33-3021	Detectives and Criminal Investigators	18	18	20	2	11%	0.1%	$61.50	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
33-1012	First-Line Supervisors of Police and Detectives	45	46	50	4	9%	0.3%	$55.43	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	34	34	37	3	9%	0.2%	$46.74	Postsecondary nondegree award	Less than 5 years	Moderate-term on-the-job training
33-3051	Police and Sheriff's Patrol Officers	877	886	933	47	5%	5.6%	$36.01	High school diploma or equivalent	None	Moderate-term on-the-job training
33-3052	Transit and Railroad Police	36	36	38	2	6%	0.2%	$35.46	High school diploma or equivalent	None	Moderate-term on-the-job training
33-9021	Private Detectives and Investigators	129	133	149	16	12%	0.8%	$32.84	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
43-5031	Police, Fire, and Ambulance Dispatchers	66	66	71	5	8%	0.4%	$31.74	High school diploma or equivalent	None	Moderate-term on-the-job training
29-2041	Emergency Medical Technicians and Paramedics	156	158	167	9	6%	1.0%	$28.90	Postsecondary nondegree award	None	None
33-2011	Firefighters	115	116	127	11	9%	0.7%	$27.49	Postsecondary nondegree award	None	Long-term on-the-job training
33-3041	Parking Enforcement Workers	59	57	40	(17)	(30%)	0.4%	$26.31	High school diploma or equivalent	None	Short-term on-the-job training
33-1099	First-Line Supervisors of Protective Service Workers, All Other	333	341	371	30	9%	2.1%	$26.02	High school diploma or equivalent	Less than 5 years	None
33-3012	Correctional Officers and Jailers	30	31	32	1	3%	0.2%	$25.22	High school diploma or equivalent	None	Moderate-term on-the-job training
33-9099	Protective Service Workers, All Other	28	29	30	1	3%	0.2%	$18.94	High school diploma or equivalent	None	Short-term on-the-job training
33-9032	Security Guards	9,927	10,127	10,863	736	7%	63.3%	$18.83	High school diploma or equivalent	None	Short-term on-the-job training
43-5032	Dispatchers, Except Police, Fire, and Ambulance	25	25	26	1	4%	0.2%	$17.11	High school diploma or equivalent	None	Moderate-term on-the-job training

Transportation Occupations in the Infrastructure and Transportation Industry, District of Columbia
(Sorted by % Change)

SOC	Description	Employed in Industry Group (2018)	Employed in Industry Group (2028)	Change (2018 - 2028)	% Change (2018 - 2028)	% of Total Jobs in Industry Group (2017)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	42	56	14	33%	0.6%	$28.09	High school diploma or equivalent	None	Long-term on-the-job training
53-3022	Bus Drivers, School or Special Client	426	565	139	33%	6.1%	$23.26	High school diploma or equivalent	None	Short-term on-the-job training
53-3032	Heavy and Tractor-Trailer Truck Drivers	183	234	51	28%	2.7%	$23.15	Postsecondary nondegree award	None	Short-term on-the-job training
53-3021	Bus Drivers, Transit and Intercity	232	293	61	26%	3.4%	$17.51	High school diploma or equivalent	None	Moderate-term on-the-job training
53-4031	Railroad Conductors and Yardmasters	74	92	18	24%	1.1%	$30.67	High school diploma or equivalent	None	Moderate-term on-the-job training
53-3033	Light Truck or Delivery Services Drivers	52	63	11	21%	0.8%	$12.43	High school diploma or equivalent	None	Short-term on-the-job training
53-1048	First-line Supervisors of Transportation and Material Moving Workers, Except Aircraft	62	75	13	21%	0.9%	$28.50	High school diploma or equivalent	Less than 5 years	None
53-6061	Transportation Attendants, Except Flight Attendants	205	238	33	16%	3.0%	$26.06	High school diploma or equivalent	None	Short-term on-the-job training
43-5011	Cargo and Freight Agents	14	16	2	14%	0.2%	$15.85	High school diploma or equivalent	None	Short-term on-the-job training
53-3041	Taxi Drivers and Chauffeurs	981	1,110	129	13%	14.6%	$8.51	No formal educational credential	None	Short-term on-the-job training
53-7051	Industrial Truck and Tractor Operators	17	19	2	12%	0.2%	$24.32	No formal educational credential	None	Short-term on-the-job training
11-3071	Transportation, Storage, and Distribution Managers	11	12	1	9%	0.2%	$67.05	High school diploma or equivalent	5 years or more	None
53-7061	Cleaners of Vehicles and Equipment	43	46	3	7%	0.6%	$20.46	No formal educational credential	None	Short-term on-the-job training
53-6099	Transportation Workers, All Other	53	55	2	4%	0.8%	$19.22	High school diploma or equivalent	None	Short-term on-the-job training
43-5032	Dispatchers, Except Police, Fire, and Ambulance	108	96	(12)	(11%)	1.7%	$17.11	High school diploma or equivalent	None	Moderate-term on-the-job training
53-4011	Locomotive Engineers	37	32	(5)	(14%)	0.6%	$39.54	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training

Transportation Occupations in the Infrastructure and Transportation Industry, District of Columbia
(Sorted by Median Hourly Earnings)

SOC	Description	Employed in Industry Group (2018)	Employed in Industry Group (2028)	Change (2018 - 2028)	% Change (2018 - 2028)	% of Total Jobs in Industry Group (2017)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
11-3071	Transportation, Storage, and Distribution Managers	11	12	1	9%	0.2%	$67.05	High school diploma or equivalent	5 years or more	None
53-4011	Locomotive Engineers	37	32	(5)	(14%)	0.6%	$39.54	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
53-4031	Railroad Conductors and Yardmasters	74	92	18	24%	1.1%	$30.67	High school diploma or equivalent	None	Moderate-term on-the-job training
53-1048	First-line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	62	75	13	21%	0.9%	$28.50	High school diploma or equivalent	Less than 5 years	None
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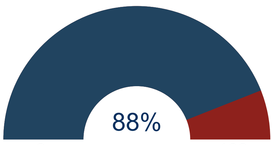
WORKFORCE INVESTMENT COUNCIL

DC COMMUNITY OF PRACTICE

District of Columbia Career Pathways Services

Survey Results November 2017

A total of **43** responses were submitted by variety of District organizations to a survey that was created to identify existing career pathway assets and efforts in the District with **60%** identifying as education/ training providers



Currently participating in a career pathway

Industry Focus of Career Pathway Efforts

- 12 IT & Business Admin
- 11 Hospitality
- 10 Construction
- 8 Healthcare
- 6 Other
- 4 Law Enforcement & Security
- 1 Infrastructure

Only **14** of the **39** occupations that are focused on by providers are on the District's list of high-demand occupations

Communicating Pathways



80% of the respondents share information related to Career Pathways through face-to-face counseling or case management

Top Three Services Provided

Education Services

17 Provide assessements for placement of indviduals into educational programs

14 Provide contextualized, work-based curriculum and instruction

13 Provide cohort-based education and training

Employment Services

24 Assist with resume writing

23 Provide career counseling/ coaching

20 Assist with job search activities

Key Partners

The most commonly cited key partners in career pathways effort include community based-organizations, adult education providers and the public workforce system

81% indicated they are involving employers in their career pathways efforts. Of that 81%,

86%

noted these employers are engaged individually vs an industry partnership



Top Five Barriers

- Up-skilling individuals with very low skills
- Challenges in engaging individuals with low skills in career development/ advancement
- Organizations working in silos
- Lack of awareness of what other organziations in the District are providing for programs and services
- Difficulting engaging and keeping employers engaged

Top Five Gaps

- Skill development resources for low-skilled youth and adults
- Supportive services adequate to meet the needs of District residents
- Education and training programs aligned to the needs of the region's key industries
- Employment-related services to prepare residents for jobs along critical career pathways

Next Steps

01 Conduct future training focused on the identified gaps

02 Engage and partner with groups of employers in target industry sectors around career pathways aligned to real industry needs

03 Build partnerships between providers to increase alignment and eliminate silos

Information Technology Career Pathway

Information Security Architect
Bachelor's degree
$120k -$150k per year

Computer and Information Systems Managers
Bachelor's degree
$56-100 per hour; $117-208k per year

Information Security Analyst/Cybersecurity Engineer Tiers 1-3
Bachelor's degree
$33-89 per hour; $69-185k per year

Database Architect
Bachelor's degree
$33-79 per hour; $68-164k per year

Computer Network Architects
Bachelor's degree
$36-77 per hour; $75-160k per year

Network and Computer Systems Engineers
Bachelor's degree
$33-79 per hour; $68-164k per year

Computer Systems Analysts
Bachelor's degree
$29-75 per hour; $60-157k per year

Database Administrators
Bachelor's degree
$27-71 per hour; $57-148k per year

Network and Computer Systems Administrators
Bachelor's degree
$31-66 per hour; $64-137k per year

Software Developers, Systems
Bachelor's degree
$30-78 per hour; $63-163k per year

Software Developers, Applications
Bachelor's degree
$38-76 per hour; $80-158k per year

Computer Programmers
Bachelor's degree
$31-70 per hour; $64-145k per year

Web Developers
Associate's degree
$26-61 per hour; $54-127k per year

Computer Network Support Specialists
Associate's degree
$27-68 per hour; $56-142k per year

Help Desk Manager
Bachelor's degree
$21-64 per hour; $44-132k per year

Computer User Support Specialist Tiers 1 and 2
Some college, no degree
$21-50 per hour; $44-103k per year

IT Project Managers
Bachelor's degree
$33-79 per hour; $68-164k per year

Computer Operator
High school diploma or equivalent
$21-31 per hour; $43-65k per year

Data Entry Keyer
High school diploma or equivalent
$14-27 per hour; $29-59k per year

Bold = High Demand

The education requirements listed by occupation are typical but may vary.

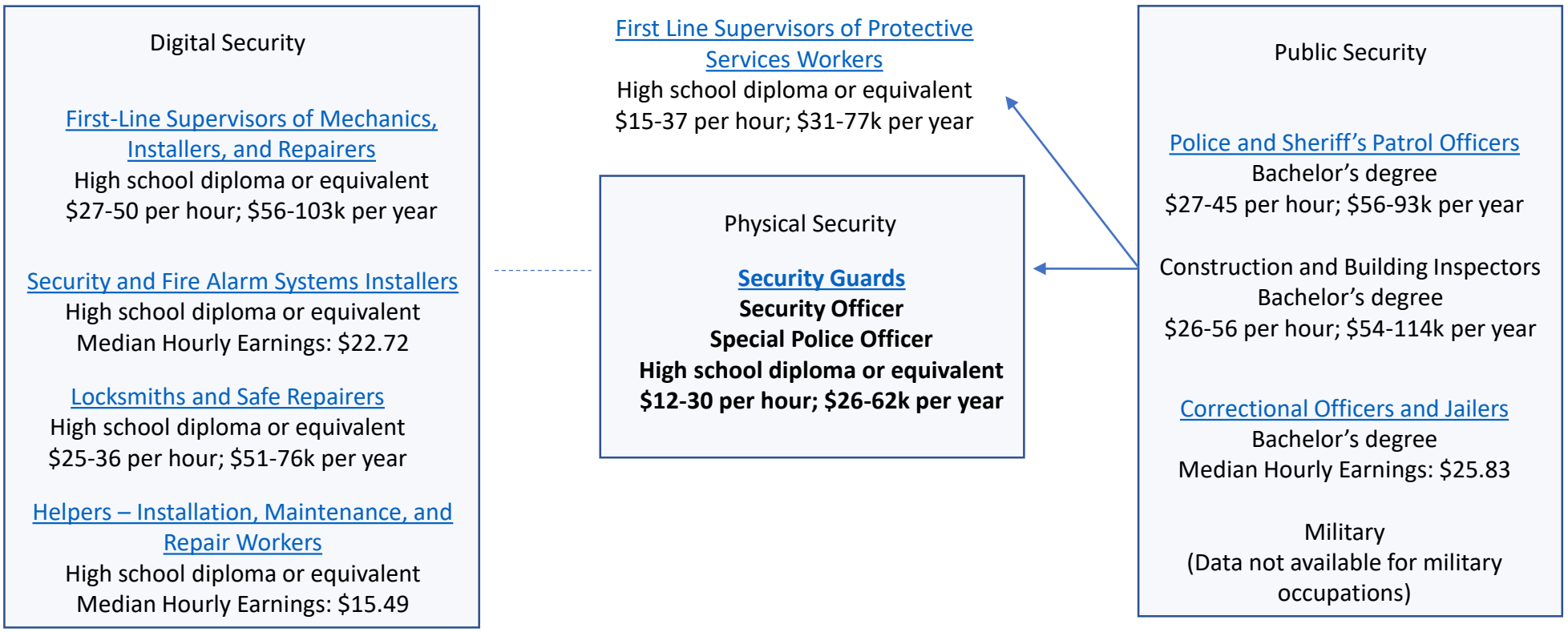
Security Services Career Pathway

General and Operations Managers
Bachelor's degree
$32-100 per hour; $66-208k per year

Managers, All Other
Bachelor's degree
$51-83 per hour; $106-173k per year

Training and Development Specialists
Bachelor's degree
$21-58 per hour; $43-120k per year

Human Resource Specialists
Bachelor's degree
$25-65 per hour; $53-134k per year



Bold = High Demand

The education requirements listed by occupation are typical but may vary.

Career Pathway for Transportation Mechanics

Drivers

First-Line Supervisors of Transportation and Material Moving Workers
High school diploma or equivalent
$12-51 per hour; $25-105k per year

Bus Drivers, Transit
High school diploma or equivalent
CDL A and B (req. certifications)
$12-24 per hour; $26-49k per year

Heavy and Tractor Trailer Truck Drivers
Postsecondary non-degree award
May require Hazardous Materials certification
CDL A and B (req. certifications)
$20-30 per hour; $41-62k per year

Industrial Truck and Tractor Trailer Operators
No formal education
May require Hazardous Materials certification
CDL A and B (req. certifications)
$16-29 per hour; $32-61k per year

Bus Drivers, School
High school diploma or equivalent
CDL A and B (req. certifications)
$12-27 per hour; $25-57k per year

General and Operations Managers
May require Bachelor's degree
$32-100 per hour; $66-208k per year

Managers, All Others
May require Bachelor's degree
$60-83 per hour; $106-173k per year

First-Line Supervisors of Mechanics, Installers, and Repairers
High school diploma or equivalent
Postsecondary non-degree award
May require an Associate's degree
$27-50 per hour; $56-103k per year

Bus and Truck Mechanics and Diesel Engine Specialists
High school diploma or equivalent
Postsecondary non-degree award
$17-38 per hour; $35-80k per year

Automotive Service Technicians and Mechanics
Postsecondary non-degree award
Median Hourly Earnings: $22.03

Helpers, Installation, Maintenance and Repair
High school diploma or equivalent
Median Hourly Earnings: $15.49

Construction

Mobile Heavy Equipment Mechanics
High school diploma or equivalent
Median Hourly Earnings: $26.73

Compatible Occupations, Transportation

Electric Motor, Power Tool Repairer
High school diploma or equivalent
Median Hourly Earnings: $18.69

Motorcycle Mechanics
Postsecondary non-degree award
Median Hourly Earnings: $17.04

Motorboat Mechanics
High school diploma or equivalent
Median Hourly Earnings: $14.01

Compatible Occupations, Manufacturing

Industrial Machinery Mechanics
High school diploma or equivalent
$27-38 per hour; $56-79k per year

Machinery Maintenance Workers
High school diploma or equivalent
Median Hourly Earnings: $23.45

Maintenance and Repair Workers, General
High school diploma or equivalent
$14-35 per hour; $28-72k per year

Bold = High demand

The education requirements listed by occupation are typical but may vary.

The Process to Establish Career Pathways

1 Conduct exploratory research about industry occupations

- Analyze data to determine occupational mix, employment size, and openings

2 Discuss key occupations and career pathways with industry and public partners

- Define the critical occupations for pathways development
- Identify the main pathways/career ladders in the industry
- Identify occupations and related education, skill, etc. requirements at each level of the pathways

3 Develop career pathway maps and refine with industry partners

- Create visual maps of the pathways
- Include education, credential, etc. requirements in the maps
- Validate and refine pathways maps with industry partners

4 Conduct education and training gap analysis

- Conduct an education and training gap and oversupply analysis
- Have industry partners define training development and modification needs
- Have industry partners discuss training content and delivery for each level of the pathways
- Summarize findings and identify training priorities

5 Begin education and training development and modification process with public partners

- Discuss needs for training and related programming development and modification
- Develop an initial training and related programming plan
- Validate and refine the plan with industry partners

6 Identify and address related resource, policy, and other needs and barriers

- Work with industry and public partners to identify needs and barriers
- Conduct resource-mapping to identify available resources and resource gaps (financial and otherwise)
- Work with partners to develop solutions to identified challenges

7 Finalize education and training program design and develop an implementation and assessment plan

- Finalize design of education and training and related programming with public partners
- Validate and refine programming plans with industry partners
- Develop a detailed programming implementation and assessment plan

8 Implement, evaluate, and adjust education and training programming

- Track, analyze, and share outcomes data
- Regularly gather feedback from industry and public partners
- Adjust education and training design and implementation approaches as necessary over time

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GOVERNMENT OF THE DISTRICT OF COLUMBIA

TASK ORDER AGREEMENT

PAGE 1 OF PAGES 24

1. CONTRACT NUMBER:	2. PURCHASE REQUEST NO.	3. EFFECTIVE DATE:
CW63509		See box 13(c)

4. ISSUED BY	5. ADMINISTERED BY *(If other than Item 5)*
Office of Contracting and Procurement 441 4th Street NW, 700S Washington, DC 20001	Deputy Mayor's Office of Greater Economic Opportunities 2235 Shannon Place SE., Suite 3040 Washington, DC 20020

6. NAMES AND ADDRESS OF PROVIDER/CONTRACTOR *(No. Street, county, state and ZIP Code)*

vTech Solution, Inc.
1100 H Street, NW-Suite 450
Washington, DC 20005
POC: Haresh Vataliya Phone: (202) 241-0167 Email: rfp.vtech@vtechsolution.com

7. PROVIDER/CONTRACTOR SHALL SUBMIT ALL INVOICES TO:	8. DISTRICT SHALL SEND ALL PAYMENTS TO
The Contractor shall create and submit payment requests in an electronic format through the DC Vendor Portal, https://vendorportal.dc.gov	vTech Solution, Inc. 1100 H Street, NW-Suite 450 Washington, DC 20005 POC: Haresh Vataliya Phone: (202) 241-0167 Email: rfp.vtech@vtechsolution.com

9. DESCRIPTION OF TASK ORDER AGREEMENT AND RATE COST

ITEM LINE NO.	NIGP CODE	BRIEF DESCRIPTION OF HUMAN CARE SERVICE	QUANTITY OF SERVICE REQUIRED	TOTAL SERVICE UNITS	SERVICE RATE	TOTAL AMOUNT
See Section 2 on page 2		Program Coordinator (Temporary for WIC)	See Section 2 on page 2	See Section 2 on page 2	See Section 2 on page 2	NTE $10,635.28
			Not-To-Exceed (NTE) Amount			$10,635.28

10. APPROPRIATION DATA AND FINANCIAL CERTIFICATION

LINE	AGT	YEAR	INDEX	PCA	OBJ	AOBJ	GRANT PH	PROJ PH	AG1	AG2	AG3	PERCENT	FUND SOURCE	AMOUNT

A. SOAR SYSTEM OBLIGATION CODE. See Purchase Order	B. Name of Financial Officer (Typed): N/A	C. Signature: N/A	D. Date: N/A

11. PERIOD OF TASK ORDER AGREEMENT

Starting Date: See box 13(c)	*Ending Date:* Date of Award through September 30, 2018

TASK ORDER AGREEMENT SIGNATURES

Pursuant to the authority provided in D.C. Law 13-155, this HUMAN CARE AGREEMENT is being entered into between the Provider/Provider specified in Item No. 6 of this document. *The Provider Provider is required to sign and return two (2) originals of this document to the Contracting Officer of the Issuing Office stated in Item No. 5 of page 1 of this document. The Provider* Provider further agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this Human Care Agreement and on any continuation sheets or appendices for the consideration stated above, and as ordered under purchase orders issued pursuant to this Agreement. The rights and obligations of the parties to this Human Care Agreement shall be subject to and governed by the following documents: (a) this Human Care Agreement; (b) the *STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS*, dated July 2010; (c) Any other provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. This Human Care Agreement between the signatories to this document consummates the final agreement of the parties.

12. FOR THE PROVIDER/CONTRACTOR		*13. FOR THE DISTRICT OF COLUMBIA*	
A. Name and Title of Signer *(Type or print)* Name: Anisha Vataliya Title: President		A. Name of Contracting Officer *(Type or print)* Name: Tia Mercer Title: Contracting Officer	
B. Signature of vTech Solution, Inc.	C. DATE 8/24/2018	B. Signature of CONTRACTING OFFICER	C. DATE 8/24/18

1. **SERVICES REQUIRED**

The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO) (the "District") is seeking a Contractor with an active DC Supply Schedule, and a DC Certified Business Enterprise (SBE and ROB emphasis) certification, to provide a Program Coordinator to support the Workforce Investment Council (WIC) with Workforce Intermediary-related projects.

The services to be provided by the Contractor shall include, but not be limited to, developing and maintaining program outcome/program activity reports, providing community outreach support to WIC senior management for workforce training programs, performing as liaison between WIC vendor(s) and WIC senior management and providing administrative support to the WIC senior management staff.

2. **PRICE SCHEDULE**

CLIN	Item Description	Hourly Rate	Not-to-Exceed Price
0001	Program Coordinator	$55.34	$ 10,635.28

3. **TERM OF CONTRACT**

The period of performance for this Task Order Agreement shall be from date of award through September 30, 2018.

4. **DELIVERABLES**

SOW	Deliverable	Qty	Format and Method of Delivery	Due Date
C.4.4	Draft/Final program outcomes and program activity reports	1	Email	As Needed

5. **CONTRACTING OFFICER (CO)**

Contracts may be entered into and signed on behalf of the District Government only by Contracting Officers. The name, address and telephone number of the Contracting Officer for this Task Order Agreement is:

Tia Mercer
Contracting Officer
Office of Contracting and Procurement (Servicing DOES/DMGEO/WIC)
4058 Minnesota Avenue
Washington, DC 20019
(202) 671-3100 (voice)
Tia.Mercer@dc.gov

6. **CONTRACT ADMINISTRATOR (CA)**

The CA is responsible for the technical administration of the contract and advising the Contracting Officer as to the Contractor's compliance or noncompliance with the contract. In addition, the CA is responsible for the day-to-day monitoring and supervision of the contract as well as ensuring that the work conforms to the requirements of this contract and such other responsibilities and authorities as may be specified in writing by the Contracting Officer.

The CA for this Task Order Agreement is:

Rosemary Suggs-Evans
Government of the District of Columbia
Office of the Deputy Mayor for Greater Economic Opportunity
2235 Shannon Place, SE - Suite 3040
Washington, DC 20020
(202) 545-3061
Rosemary.Suggs-Evans@DC.Gov

It is understood and agreed that the CA shall not have the authority to make changes in the specifications/scope of work or terms and conditions of the contract.

Contractor shall be held fully responsible for any changes not authorized in advance, in writing, by the Contracting Officer, and may be denied compensation or other relief for any additional work performed that is not so authorized, and may also be required, at no additional cost to the District, to take all corrective action necessitated by reason of the unauthorized changes.

7. ORDERING

Services to be provided until this Task Order Agreement shall be ordered by the Contract Administrators specified in Section 6 above according to the prices set forth in the price schedule. Orders may be issued by electronic methods.

8. COMPENSATION AND PAYMENT

The District shall make payment upon submission of proper invoices at the prices stipulated in Section 2 of this Task Order Agreement for supplies delivered and accepted services performed, less any discounts, allowances or adjustments provided for in this Task Order Agreement. The District shall pay the Contractor on or before the 30th day after receiving a proper invoice from the Contractor.

9. INVOICE SUBMITTAL

9.1 The Contractor shall create and submit payment requests in an electronic format through the DC Vendor Portal, https://vendorportal.dc.gov

9.2 The Contractor shall submit proper invoices monthly or as otherwise specified in Section 8

9.3 To constitute a proper invoice, the Contractor shall enter all required information into the Portal after selecting the applicable purchase order number which is listed on the Contractor's profile.

10. INCORPORATED DOCUMENTS

Contractor shall perform under this Task Order Agreement pursuant to the terms of the following documents that are hereby incorporated by reference and made a part of this contract, which in the event of a conflict shall be resolved by giving precedence in the order of priority listed below:

(1) Standard Contract Provisions (July 2010) {Solely Incorporated by Reference}
(2) This Task Order Agreement (coversheet plus Sections 1 thru 10)
(3) Solicitation – Program Coordinator for the Workforce Investment Council (WIC) - issued via E-Sourcing Doc395804 on August 20, 2018 {Attachment A to this Task Order Agreement}
(4) vTech's Quote dated August 23, 2018 {Attachment B} to this Task Order Agreement}; and
(5) vTech's DC Supply Schedule Contract (CW43252) {Solely Incorporated by Reference}.

Attachment A

Solicitation

Program Coordinator
for the
Workforce Investment Council (WIC)

Issued via E-Sourcing Event - Doc395804
on
August 16, 2018

DISTRICT OF COLUMBIA
OFFICE OF THE DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITIES
WORKFORCE INVESTMENT COUNCIL
Program Coordinator

Statement of Work

SECTION B: SERVICES

B.1 The Office of Contracting and Procurement (OCP), on behalf of Office of the Deputy Mayor for Greater Economic Opportunities (DMGEO) (the "**District**"), is seeking a Contractor with an active MOBIS DC Supply Schedule contract and a DC Certified Business Enterprise (SBE and ROB emphasis) certification, to provide a Program Coordinator to support the Workforce Investment Council (WIC) with Workforce Intermediary-related projects.

B.2 This is a fixed-unit price procurement.

B.3 The District intends to make one (1) award based on the DCMR Section 2100.1 (d) and Lowest Price Technically Acceptable (LPTA).

B.4 PRICE SCHEDULE

CLIN	Item Description	Hourly Rate	Estimated Hours	Estimated Price
0001	Program Coordinator	$ 55.34	192	$ 10,625.28
				$ 10,625.28

B.4.1 The Contractor shall provide a **Price Breakdown along with the submitted quote** that includes the following:

- Hourly rates for all personnel expected to perform work **(*Please map Price Schedule to current DCSS Labor Category and rates)**; and
- Other costs included in the total price

Anisha Vataliya
Print Name (Authorized Personnel)

vTech Solution Inc.
Company

Signature (Authorized Personnel)

8/24/2018
Date

END OF SECTION B

C. SCOPE OF WORK

The Office of Contracting and Procurement (OCP), on behalf of the Deputy Mayor's Office for Greater Economic Opportunities (DMGEO) (the "District") is seeking a Contractor with an active DC Supply Schedule, and a DC Certified Business Enterprise (SBE and ROB emphasis) certification, to provide a Program Coordinator to support the Workforce Investment Council (WIC) with Workforce Intermediary-related projects.

The services to be provided by the Contractor shall include, but not be limited to, developing and maintaining program outcome/program activity reports, providing community outreach support to WIC senior management for workforce training programs, performing as liaison between WIC vendor(s) and WIC senior management and providing administrative support to the WIC senior management staff.

C.1 Applicable Documents

The following documents are applicable to this procurement:

Item No.	Title	Date
001	Standard Contract Provisions for use of District Government Supplies and Services **(Incorporated by Reference)** **http://ocp.dc.gov/sites/default/files/dc/sites/ocp/publication/attachments/Standard%20Contract%20Provisions%20-%20July%202010.pdf**	**July 2010**
002	District of Columbia Municipal Regulations (DCMR – Title 27) **{Incorporated by Reference}** **https://ocp.dc.gov/publication/dcmr-27**	**June 2013**
003	Procurement Practices Reform Act of 2010 **(Incorporated by Reference)** **https://ocp.dc.gov/sites/default/files/dc/sites/ocp/publication/attachments/PPRA.pdf**	**June 2013**

C.2 Background

The District's Workforce Investment Council (WIC) is a private-sector led board responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an integrated and effective workforce investment system. Members of the WIC include representatives from the private sector, local business representatives, government officials, organized labor, youth community groups, and organizations with workforce investment experience.

C.3 Minimum Requirements

The Contractor shall meet the following minimum qualifications:

1. Possess a current Certified Business Enterprise (CBE) certification from the Department of Local Business Development (DSLBD) with a certification emphasis of Small Business Enterprise (SBE);
2. Possess a current DC Supply Schedule contract under the MOBIS schedule category;
3. Provide narrative (3 Pages Max) regarding relevant experience in project management, program management and administrative support;

4. Provide three (3) resumes of potential candidates that possess at least 2-3 years of program/project management experience with an emphasis on contract management, community engagement or client management. In addition, potential candidates shall be proficient in Microsoft Office. A Bachelor's Degree and knowledge of the Workforce Innovation and Opportunities Act of 2014 (WIOA) is preferred but not required.

C.4 Requirements

The Contractor shall perform the following tasks, on an as needed basis, in order to achieve the objectives of this procurement:

C.4.1 Perform as liaison between WIC vendor(s) and WIC senior management;

C.4.2 Provide community outreach support to WIC senior management for workforce training programs;

C.4.3 Provide administrative support to the WIC senior management; and

C.4.4 Develop/Maintain program outcomes and program activity reports

C.5 Period of Performance

The period of performance is date of award through September 30, 2018.

C.6 Deliverables

SOW	Deliverable	Qty	Format and Method of Delivery	Due Date
C.4.4	Draft/Final program outcomes and program activity reports	1	Email	As Needed

C.7 **Payment**

The District will pay the vendor for satisfactory delivery of the good(s)/service(s) in accordance with the pricing stipulated in the Price Schedule (Section B.4).

C.8 **Invoicing**

The Contractor shall create and submit payment requests in an electronic format through the DC Vendor Portal, https://vendorportal.dc.gov

C.8.1 The Contractor shall submit proper invoices on a monthly basis or as otherwise specified in Section C.7.

C.8.2 To constitute a proper invoice, the Contractor shall enter all required information into the Portal after selecting the applicable purchase order number which is listed on the Contractor's profile.

Attachment B

vTech's Quote
Dated
August 23, 2018

Request for Quotes

PROGRAM COORDINATOR

(Doc395804)

SECTION B - PRICING

Proposed To:

Office of the Deputy Mayor for Greater Economic Opportunities
Workforce Investment Council

Proposed By:

VTECHSOLUTION
You Seek, We Deliver.
1100 H Street, N.W. Suite 450, Washington DC 20005
202.241.0167 (O)| 866.733.4974 (F)
rfp.vtech@vtechsolution.com

DUE DATE: AUGUST 23, 2018 | 2:00 PM

A. SECTION B

DISTRICT OF COLUMBIA
OFFICE OF THE DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITIES
WORKFORCE INVESTMENT COUNCIL
Program Coordinator

Statement of Work

SECTION B: SERVICES

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- Hourly rates for all personnel expected to perform work **(*Please map Price Schedule to current DCSS Labor Category and rates)**; and
- Other costs included in the total price

Anisha Vataliya
Print Name (Authorized Personnel)

vTech Solution Inc.
Company

Signature (Authorized Personnel)

8/23/2018
Date

END OF SECTION B

LABOR CATEGORIES MAPPING

CLIN	LABOR CATEGORY	BILL RATE	MOBIS LABOR CATEGORY	DCSS RATE (2017-2018)
1	Program Coordinator	$55.34	Project Manager Level 2	$80.06

Request for Quotes

PROGRAM COORDINATOR

(Doc395804)

Proposed To:

Office of the Deputy Mayor for Greater Economic Opportunities
Workforce Investment Council

Proposed By:

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rfp.vtech@vtechsolution.com

DUE DATE: AUGUST 23, 2018 | 2:00 PM

BACKGROUND AND EXPERIENCE

VTECH'S HISTORY

vTech Solution Inc. is a small, women-owned, and minority-owned Business, headquartered in Washington, D.C. vTech, was incorporated in January, 2006 under the Commonwealth of Virginia as an IT Professional firm. vTech was the brainchild of Haresh Vataliya and Kapil Patel, both of whom now serve as the Directors of the company. vTech was established a decade ago, based on market survey at the time, as an organization that would assist corporations and government clients on the IT Consulting and Staffing platform.

Initially hired as an Administrative Assistant in the year 2009, Anisha Vataliya eventually took over the role of Director of Operations and became the majority stockholder of the company in the year 2014. Anisha and Haresh oversee the day-to-day operations of the company, while Kapil reviews the business and its financial structure from time to time and offers his guidance and expertise when required. In addition, Anisha also oversees the financial operations of the firm and ensures efficient coordination with accounting and/or human resources transactions of the company.

vTech has experienced constant and tremendous growth over the past several years and has developed various staffing techniques and also enhanced methodology and policies of staffing. We are specialized in IT staffing, staff augmentation and IT consulting services. This success can be attributed to the strong directorship demonstrated by the three pillars of the company, Anisha, Haresh and Kapil.

vTech's senior leadership has over twenty years of experience in IT physical and logical infrastructure design, cyber-security best practices, cloud technology, Federal Information Security Management Act (FISMA) compliance, and Federal Risk and Authorization Management Program (FedRAMP) governance. vTech's team of subject matter experts (SMEs) has Project Management Professional (PMP), Microsoft Certified Professional (MCP), Certified Information Systems Security Professional (CISSP), Microsoft Private Cloud and other highly respectable certifications.

RELEVANT EXPERIENCE

We have provided more than 50 project and program managers, coordinators to our clients. We possess strong resource pool in DC. We have placed following consultants in DC for similar performance.

Department: **Metropolitan Police Department**
Position Name: Project Coordinator
Location: Washington DC
Description: Our Consultant (Project Coordinator) ensured all District residents have meaningful access to computers and high-speed broadband by means of organizing program information, validating alternative Digital Divide/Inclusion program strategies and implementation approaches. Also actively participated with the senior management team in developing sound, practical, fiscally-responsible action plans, and coordinated among various government entities and external program stakeholders (e.g., nonprofit orgs, educational entities, businesses, and community anchor institutions).

Department: **Portland Development Commission**
Position Name: Senior Administrative Coordinator/Project Coordinator Level 1

Location: Portland OR
Description: Our Consultant (Senior Administrative Coordinator/Project Coordinator Level 1) assisted with event coordination and marketing. Also planned, coordinated, and implemented redevelopment projects and programs. Developed collaborative partnerships with public, private, and community-based organizations to achieve positive economic development outcomes for assigned projects and programs and worked closely with community and business leaders to develop and execute projects and programs.

Department: **U.S. Corporate Regulatory Reporting Department (FRO)**
Position Name: Program Manager
Location: Long Island City NY
Description: Our consultant (Program Manager) supported in Comprehensive Capital Analysis & Review (CCAR) production process, and specifically the Data, Process and Infrastructure CCAR work stream. Also drafted and maintained all relevant project documentations which included project plan, RACI matrix, action item log, steering committee material and lead a cross-functional project team which included managing recurring team meetings to review project plans, action items, risk / issues, etc. Our Consultant also worked directly with the senior management coordinated the messages around project status to senior management.

Department: **Department of Health (DOH) (Center for Policy, Planning and Evaluation (CPPE), Pregnancy Risk Assessment Monitoring System (PRAMS))**
Position Name: Program Manager Level 1
Location: Washington DC
Description: Our Consultant (Program Manager Level 1) provided overall management of PRAMS and analyzed PRAMS data and produce reports and other materials for dissemination. Also participated in CDC site visits, training programs, and workshops and acted as team lead and trained PRAMS staff in relevant subjects to include telephone interviewing, Web-CATI, PRAMS software, and human subjects.

Department: **Department of Human Services**
Position Name: Program Manager-Quality Assurance
Location: Washington DC
Description: Our Consultant (Program Manager-Quality Assurance) developed and implemented a new architecture for the health and human services edibility and enrollment for Department of human Services. The design of which included a complex architecture based upon an IBM CURAM and Oracle database solution and additional products consisting of HP Extreme, Informatica ETL and Oracle ESB.

Department: **Department of Human Services**
Position Name: Program Manager Level 3
Location: Washington DC
Description: Our Consultant (Program Manager Level 3) implemented Diplomatic Clearance Application System DCAS for the District which included integrating configurable solutions, to provide seamless interaction between the consumer and the health insurance marketplace, state eligibility systems, the federal and state data hubs, other systems, and Human Services enrollment.

Request for Quotes

PROGRAM COORDINATOR

(Doc395804)

RESUMES

Proposed To:

Office of the Deputy Mayor for Greater Economic Opportunities
Workforce Investment Council

Proposed By:

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202.241.0167 (O)| 866.733.4974 (F)
rfp.vtech@vtechsolution.com

DUE DATE: AUGUST 23, 2018 | 2:00 PM

JOY STEVENSON – PROGRAM COORDINATOR

SUMMARY:

- A seasoned Human Services Administrator with a highly effective management and teaching style.
- Particular strengths in promoting excellence in service to youth; case management, conducting training seminars & workshops, organizing & planning events; managing fast paced environments, motivating people, & improving morale.
- Utilizing excellent interpersonal communication skills and a strong work ethic, while providing outstanding customer service to the population served.

EDUCATION

Masters of Human Services Counseling, Regent University, Alexandria, VA **2016**
Bachelor of Business Administration, American InterContinental University, Hoffman Estates, IL **2009**

CERTIFICATIONS:

- IACET - Certified Social Skills Trainer

TRAININGS:

- Management Training Corporation - Supervisory Development Program
- National Seminars Training – Become a Customer Service Superstar Business Grammar& Proofreading

TECHNICAL SKILLS:

- Proficient in Microsoft Word, Excel, Power Point, and Outlook

PROFESSIONAL EXPERIENCE:

Blue Print Summer Signature Pre-College Camps **Jul 2018 - Jul 2018**
Program Director – Summer Program

- Responsible for the oversight and safety of (150) students at the University of Florida Campus.
- Supervise (29) program staff by providing direction, input and feedback; plan the delivery of the overall program and its activities in accordance with the mission and the goals of the organization.
- Ensure that program activities operate within the policies and procedures of the organization.
- Ensure that program activities comply with all relevant legislation and professional standards.
- Oversee the collection and maintenance of records on the clients of the program for statistical purposes according to the confidentiality/privacy policy of the organization.

Toni Thomas Associates, Inc., Washington, D.C. **Apr 2017 – Present**
Program Manager – Consultant

- Responsible for overall managerial, fiscal, case management and administrative responsibility for the programs administered by the Training Academy with special emphasis on the DOES, Out of School Youth Program.
- Responsible for the supervision of all administrative and instructional staff.
- Responsible for the oversight of all standard reporting requirements in accordance with the various funding sources
- Ensures projects are completed on time and within budget.

- Acts as advisor to program team regarding projects, tasks, and operations; ensure that each Instructor and Case Manager integrates adult education and literacy activities into the occupational skill training course.
- Review proforma analysis and clarify operational objectives; develop staffing plan, policies and program procedures.
- Develop community partners and linkages to enhance the perception of the Training Academy.
- Developed Workforce Development partnerships with community businesses and programs in an effort to provide the training and skills needed for our students, i.e. social skills, dress for success, etc.

U.S. Department of Labor **Feb 2011 – Mar 2017**

Program Analyst/ Business Community Liaison

- Plan and conduct community relations program designed to create and maintain favorable public relations for the center and its students in accordance with Department of Labor, PRH and center regulations.
- Develop & implement an outreach & public education plan that demonstrates collaboration & consultation between Outreach & Admissions & CTS contractors in compliance with the Workforce Innovation & Opportunity Act (WIOA).
- Establish working relationships and partnerships, including membership where appropriate, with one-stop centers, state and local workforce investment boards, youth standing committees that are appointed by local boards, and other local employment and training programs for youth to ensure that Job Corps services are included on the menu of services found on the internet that are available through the one-stop centers.
- Develop linkages and relationships that enhance the quality of services to students and the community, such as work-based learning, leisure-time employment; high school, college, and other career technical training programs; on the job training, and job placement.
- Conduct workshops/trainings in the area of work ethics and employability skills to ensure students are adequately prepared.

Career Success Coordinator – Case Manager

- Establish treatment programs by setting schedules and routines; coordinating services being provided; arranging resources, including transportation and escort.
- Monitor student conduct by verifying attendance; observing & evaluating treatments and responses; advocating for needed services and entitlements; obtaining additional resources; intervening in crises; providing personal support.
- Maintain records by reviewing case notes; logging events and progress.
- Communicate progress by conducting weekly interdisciplinary meetings and evaluations; disseminating results and obstacles to therapeutic team and family; identifying treatment influences.
- Improve treatment results by studying, evaluating, and re-designing processes; implementing changes; rewriting policies and procedures.
- Update job knowledge by participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.
- Extensive community outreach and research to explore programs that will benefit the underserved population.
- Responsible for Leadership Training for entire population of (300-400) students
- Oversee Student Government Association; Report statistical data weekly & monthly to corporate & regional offices.

- Present in-house training to educate staff and students on retention practices and follow up procedures.
- Report statistical data weekly and monthly to the corporate and regional offices; present in-house training to departments regarding basic business practices and organization procurement policies and procedures
- Conduct bi-weekly workshops on self-esteem, hygiene, work ethics; conduct training in the area of work ethic and job readiness.

Potomac Job Corps Center, Washington, D.C. **Mar 2005 – Feb 2011**
Executive Assistant

- Report statistical data weekly and monthly to the corporate and regional offices.
- Provide administrative support for Center Director and Senior Staff.
- Manage highly sensitive information and personal matters for the Center Director.
- Present in-house training to departments regarding basic business practices and organization procurement policies and procedures; Arrange travel, (i.e. per diem, hotel, car rental, etc.) for 200 employees.
- Handle office correspondence and write personalized letters in response to inquiries.
- Develop community partnerships and work force development opportunities; conduct bi-weekly workshops on self-esteem, hygiene, work ethics; conduct training in the area of work ethic and job readiness.

VTECHSOLUTION

ALEXIA TARAE JONES – PROGRAM COORDINATOR

SUMMARY:

- Proactive, enthusiastic Business Engagement professional with extensive experience in economic development, workforce development and customer relations. Team player, who encourages effective coordination to accomplish company goals and objectives; with proven track record of developing and cultivating a stimulating work environment that produces maximum results. Expertise includes:
- Detail Oriented; Problem Solving Resolution; Quick Judgment and Decision Making; Diverse Customer Relations; Interpersonal Communication Skills; Administration/Management; Professional Development Training; Marketing; Accuracy Driven; Meeting Planning.

EDUCATION:

High School Diploma, Bowie High School **2010**

TECHNICAL SKILLS:

- **Expertise Include:** Microsoft Office Suite: Word, Excel, Power Point, Access; Adobe Professional, Microsoft Outlook, Scheduler/EZ Claim, Certified CPR, Clinic Tracker, Creditable, MWE, Salesforce
- **Experience with External Partnerships:** HSCSN, RSA, PGCDSS, Concentra, Department of Behavioral Health, Prince Georges County Public Schools, Department of Human Services, MCPS, WorkSource Montgomery, Collaboration Council.

PROFESSIONAL EXPERIENCE:

Grant Associates Inc. Germantown, MD **May 2018 - Present**

Assistant Director

WIOA Adult & Dislocated Worker Program

- Currently providing strategic coordination to ensure consistent and effective development of services to businesses that demonstrate clear linkages between workforce development activities and employers' needs.
- Actively looks for opportunities in economic development that provide for layoff aversion, business retention, expansion and attraction.
- Coordinates labor market analysis and employer demand research and presents qualitative and quantitate data on where the growing trends of businesses are.
- Supervises a staff of Full-time Employees to ensure that daily operations are functioning, and projects are finished in a timely manner; represents funder at large business or trade association events.
- Manages company's OJT and Training Funds for WIOA & Dislocated Workers Program.
- Works directly with funders director of business services to create internal processes.
- Works with local, regional, and state economic development leaders to provide linkages to resources.
- Responsibly handles and summits staff time-allocations in a timely manner.
- Works closely with Program Operations Team to ensure that business services are being coordinated and implemented between One-Stops, partners and other community organizations.
- Currently developing meaningful relationship with One Stops representatives and other workforce programs to ensure proper delivery of business services.
- Develops employer-based customized and skills upgrade training programs to help increase wages.
- Develops and implements workforce Business Services tools and services such as, outreach and marketing strategies for local and regional employers.
- Conducts analysis of performance regarding business services by using LMI site burning-glass, Jobs E-Q, & Salesforce.

- Manages employer outreach, contract compliance, & connection to workforce resources to meet hiring requirements.
- Manages Rapid Response program, including development and implementation of layoff aversion strategies.
- Oversees the use and marketing of employer job listings platform to increase employment opportunities

Grant Associates Inc. Silver Spring, MD **Apr 2017- May 2018**
Account Manager (WIOA Young Adult Opportunity Program)

- Provided in-depth service to 300+ disconnected youth in Montgomery County by providing various employment opportunities and professional development trainings to assist customers with becoming self-sufficient.
- Also, while creating supportive services to maximize the customers potential wages in the future.
- Responsible for developing strong business relationships with employers throughout Montgomery County to assure that their business needs are being supported with quality candidates.
- Clear understandings of the importance of contract deadlines, company goals, and knowledge of Montgomery County (WorkSource) data base MWE.
- Developed and maintained relationships with employers to generate job opportunities for job seekers.
- Worked closely with Case Managers and Trainer/Education Specialist to determine the types of jobs that are high in demand and match the skills and qualifications of our job seekers.
- Marketed employment opportunities to job seekers through one-on-one meetings & on-site recruitment hiring events.
- Created marketing materials including pamphlets, flyers and email blast for both employers and job seekers.
- Assisted customers with the development of personal goals and job readiness (Individual Responsibilities Plan) which addresses potential barriers to employment and how to overcome them.
- Collected weekly time sheets from clients, provide pre-& post placement coaching, & update action plans as required.
- Coordinated with other agencies to assist young adults & make appropriate referrals; networked with community resources to provide services to address specific barriers, customers must overcome to accomplish their goals.
- Monitored Work experience and Training Budget to ensure Financial Books were balanced.
- Consulted with other staff members to promote customer goals & career related needs; completed follow-up with customers who are not attending the young adult program and provide intensive support to ensure compliance.
- Monitored and record clients' progress to ensure that goals and objectives are met.
- Prepared and maintain hard copy case files, including documentation such as clients' personal and eligibility information, services provided, client contacts, and relevant correspondences.
- Entered in data in company data system that is connected to specific contracts such as salesforce, MWE, and different Montgomery County search engines.
- Attended bi-weekly meetings for the Business Service Team and am the point of contact from the youth program. (express concerns build upon the culture and develop new business plans and advisements to engage business partners and job seekers.)

Grant Associates Inc. Washington, DC **Jul 2016 – Apr 2017**
Educational Slot Developer (Work Readiness Program)

- Provided excellent support to the account management team by providing various educational resources and educational opportunities for TANF recipients in District of Columbia.
- Also, while delivering innovative solutions, exceptional service and trusted results for all customers who encounter with the account management department.
- Responsible for networking and developing relationships with community based, public, private, religious and non-profit organizations to assist TANF customers by enhancing their professional development and upgrading their educational training potential.
- Schedule all educational events hosted inside the office; review customer IRPs to ensure Service Provider Manual (SPM) compliance for referrals for training/educational programs.
- Assess, participant's eligibility for career training and educational programs by thoroughly completely intakes.
- Regularly interact with educational providers/partners to assess quality of training and customer progress.
- Maintain accurate tracking log to document pertinent information regarding external partnerships & in-house training.
- Designed Flyers for various events; assist with helping customers fill-out different applications (Education, Jobs, Training); meet with multiple customers daily to provide support in obtaining short and long-term goals.
- Provide a large amount of administrative support to the account management team to assure that as a team we are up-to-date.
- Actively engage & attend meetings/events for local associations & councils related to workforce development & training to ensure Grant Associates DC location education department is aligning its' program(s) with industry needs.

Grant Associates Inc. Washington, DC **Feb 2016-Feb 2017**
Intake Specialist (Work Readiness Program)

- Provided outstanding administrative support and customer service to team and customers at Grant Associates Inc.by making continuous outreach attempts to re-engage customers with vendor through the DC-TANF program.
- Also, by maintaining a professional work environment for customers to learn and grow with-in the program.
- As well as meeting company deadlines on a weekly basis to stay in compliance with service provider DHS as well as personal company goals.
- Answer and direct all company calls to the proper correspondent; verify customer eligibility with vendor's program.
- Set up initial orientation for vendor; assist with all company event (planning, setting up, and cleaning up).
- Weekly attempts to re-engage customers that are in sanction process by sending letters & making phone calls.
- Process weekly documentation in salesforce to assure that documentation is up-to-date.
- Monitor and assist the customer's in the lab; weekly supply order, while maintaining an office budget.
- Assist other team members with daily task, to maintain the work office flow.

Interdynamics Inc., Lanham, MD **Jan 2015 –Feb 2016**
Administrative Assistant (Mental Health Agency)

- Provided excellent administrative support to CEO Joann Branch by preparing correspondence, coordinating monthly meetings, processing orders for upcoming company events, being first line of communication greeting clients & vendors, scheduling appointments, verifying insurance, providing

information to clients regarding appointments, payments & company information, distribute mail & route calls to appropriate staff members.
- Assist with weekly trainings by preparing training packets and other documents as needed.
- Conduct daily updates to data files which may include new entries, informational changes, data research or format changes; managed intake line, routed calls, respond to inquiries, and check emails daily.
- Handle follow-up calls to ensure great customer service; Insurance Verification.
- Track and process orders for upcoming company events; prepare and assist with correspondence and schedules.
- Order company supplies; managed outsource referrals for company; assisted with patient complaints to better understand each individual's needs.
- Assisted with managing administrative team; learning new electronic systems and demonstrating it to staff.

Inner City Family Services, Washington, DC **Dec 2012 – Sep 2014**
Administrative Assistant / Medical Receptionist (Behavioral Health)
- Provided superior administrative support by managing the front office and serving as the primary point of contact between patients with behavioral health and staff by greeting patients, scheduling appointments, updating client records and keeping track of all reception duties while maintaining strict confidentiality.
- Scheduled patients for monthly/weekly appointments; verified consumer's insurance.
- Kept track of all company's data in computerized database and filing system.
- Ordered medication for consumers with certain conditions; Ordered company supplies; Opened & closed the office daily.
- Updated employees on important company responsibilities and issues; assisted patients with resource information to seek medical attention; provided other agencies with information by fax pertaining to patients.
- Performed all other appropriate duties and responsibilities as assigned by the administration.
- Engaged client in agency's activities to motivate them to engage with their everyday life skills.
- Conducted monthly and weekly trainings to staff to maintain a professional environment.
- Outreached to patients in crisis; completed weekly meetings with consumers to engage them with CSW, therapist, and psychiatrist.

AMY POWELL – PROGRAM COORDINATOR

SUMMARY:

- Motivated and reliable office administrative professional with 20+ years' experience providing executive level support.

EDUCATION:

Diploma, Crossland High School - Washington, DC **1992**

PROFESSIONAL EXPERIENCE:

DC Department of Employment Services, Washington, DC **Jan 2018 – August 2018**

Program Monitor Lead - Office of Youth Programs

- Monitors program operations, identifies and reports potential and actual problem areas at sites to the manager.
- Prepares weekly reports and data evaluating the impact, efficiency, and effectiveness of the SYEP Program.
- Conducts site visits to ensure that the policies and procedures of the SYEP program are followed.
- Maintains records and correspondence relative to the SYEP Program.
- Serves as a resource person to other program leads and monitors.
- Provides assistance to host sites to resolve specific problems.

Program Assistant - In-School Youth Programs

- Assist with administering written CASAS testing to participants.
- Process participant applications and verification documents for WIOA Federal grants.
- Weekly timesheets and payroll resolutions; Assist with file reviews; capture meeting minute notes.
- Increase program quality through retention of youth, advancement, and youth participation.
- Maintain database; develop reports on ongoing grants & submit summary report to management and DC Council.
- Monthly site visits and reports to ensure program requirements are being met.

Castle Sprinkler and Alarm - College Park, MD **Oct 2013 – Apr 2016**

Office Manager/ Payroll/ Administrator

- Managed payroll and time and attendance systems for over 80 employees.
- Compiled financial, accounting and auditing reports and tables for cash receipts, expenditures, accounts payable, receivables and profits and losses.
- Reviewed, investigated and corrected errors and inconsistencies in financial entries, documents and reports.
- Trained new employees on systems and processes for various projects and assignments.
- Assisted Operations Departments with WIP Reports, Change Orders, Contracts, Purchase Orders, AIA, & Lien Waivers; processed rehires, transfers, terminations, garnishments and withholdings.
- Generated new customers and update customer information.
- Maintained all employee personnel files & handle employee processes; maintained vacation, sick and other leave.
- Maintained health insurance, 401K and AFLAC information and correspondence with brokers.

Soe Lin & Associates Architects - Bethesda, MD **Apr 2003 – Sept 2013**

Executive Assistant/ Office Manager

- Monitored and processed daily banking transactions; Accounts payable & receivable.
- Maintained, tracked, and updated monthly cash flow projections.

- Reconciled back transactions for the company monthly; Completed payroll, federal and state tax payments.
- Contacted & coordinated with clients, contractors and vendors on bid negotiations in Construction Phase.
- Created and edited contracts for clients.
- Served as the point of contact for permits with stakeholders throughout DC, MD, and VA.
- Performed executive administrative duties assigned by president.

DC WORKFORCE INVESTMENT COUNCIL



2018 Postsecondary School Readiness Conference

Final Report

Prepared by Hales Government Solutions

D.C. Workforce Investment Council
Close-Out Report

1) Training Provider Name: **Hales Government Solutions**
2) Reporting Period**: September 20,2018-September 27,2018**
3) Program name: **2018 Postsecondary School Readiness**
4) Number of people who participated in program: **77**

Section 1: Program Narrative

The Postsecondary School Readiness Training Conference provided targeted trainings, motivational activities and employability skills training for 77 D.C. residents in six (6) demand industry areas over the course of two days. The conference targeted residents in the District of Columbia who are unemployed, underemployed, an incumbent worker, and/or who are members of a special population. Academic activities also included demand industry training and employability skills training.

The workshop introduced D.C. residents to high demand career paths and wrap around services that will support employment readiness. All participants were exposed to understanding the foundational skills for the industry and completed an Individual Training Plan (ITP) to detail concrete next steps for their career.

Recruitment and Outreach

HGS conducted recruitment and outreach to more than 10,000 individuals to ensure maximum participation in the conferences. Primary outreach was done via social media ads on facebook and Instagram and through targeted outreach with community partners.

Course Description

The following workshops were executed during the two conferences.

No	Workshop Name	Description	Dates
1001	**Hospitality and Tourism**	This workshop covered the various career fields in the areas of hospitality and tourism; these include: front desk, restaurant server, hotel auditing, merchandise specialist, marketing coordinator, brokerage agent, tour assistant, maintenance and cleaning staff, chefs and cooks, tour guide, waiters and wait staff, kitchen and dining room attendants, and hospitality managers.	Thursday, 9/20/18 Thursday, 9/27/18
1002	**Security and Law**	This workshop covered the skills, knowledge and responsibilities needed to maintain the standards of a security and law professional. Career fields include: security officer, loss prevention officer, special police, traffic control	Thursday, 9/20/18 Thursday, 9/27/18

		officer, special events security, unarmed security, visitor control host/security, bodyguards	
1003	**Infrastructure**	This workshop addressed the skills, knowledge and responsibilities needed for careers in the areas of infrastructure: energy efficiency specialists, solar panel installers, gas lineman, waste water technician, underground technicians, engineers, surveyors, and inspectors	Thursday, 9/20/18
1004	**Information Technology**	This course covered the skills, knowledge and responsibilities needed for careers in the areas of information technology: system analysts, data analytics, network specialists, security analysts, cloud solutions specialist, IT help desk specialist, business systems analyst, GIS solutions specialist and IT projects coordinator	Thursday, 9/20/18 and Thursday, 9/27/18
1005	**Construction**	This workshop covered the skills, knowledge and responsibilities needed for careers in the areas of construction: construction worker, forklift operator, flagger, HVAC, project management, plumbers, electricians, and building information models, and painters.	Thursday, 9/20/18
1006	**Healthcare**	This workshop covered the skills, knowledge and responsibilities needed for careers in the areas of healthcare: phlebotomies, medical office assistants, dental hygienists, x-ray technicians, home health aides, transcriptionists, medical technicians	Thursday, 9/20/18 and Thursday, 9/27/18

Course Participation

September 20th Workshop			
Gender			
	Female	**Male**	**Total**
Gender	15	13	28
Age			
18 – 24	5	3	8
25 – 44	5	2	7
45- 64	3	6	9
Over 64	0	0	4
Did not answer	2	2	4

Employment Status			
	Female	**Male**	**Total**
Full-time	1	3	4
Part-time	2	1	3
Unemployed	10	7	17
Did not answer	2	2	4

Special Populations Served	
Group	# Served
Homeless	1
Returning Citizen	6
Single Parent	5
Foster Care Youth	0
Senior Citizen	0
Veteran	1
Out of School Youth	7

September 27th Workshop			
Gender			
	Female	**Male**	**Total**
Gender	34	15	49
Age			
18 – 24	7	2	9
25 – 44	9	5	14
45- 64	11	3	14
Over 64	1	0	1
Did not answer	6	5	11

Employment Status			
	Female	**Male**	**Total**
Full-time	3	0	3
Part-time	7	2	9
Unemployed	18	8	26
Did not answer	6	5	11

Special Populations Served	
Group	# Served
Homeless	5
Returning Citizen	2
Single Parent	5
Foster Care Youth	2
Senior Citizen	1
Veteran	5
Out of School Youth	6

Outcomes

All 77 participants completed career training plans and 50 participants submitted applications for further services from the District Government or expressed interested in enrolling at the University of the District of Columbia. A post event survey has been commissioned and the results will be delivered to the Workforce Investment Council

INDIVIDUAL TRAINING PLAN (ITP)

PARTICIPANT INFORMATION

Participant's Name:

Mailing Address:

Birth Date:

Student Email Address:

Telephone:

High School Diploma or GED: Yes ☐ No ☐

Date of Graduation or GED Completion:

Employment Status:

CAREER GOAL

Industry Sector:
- ☐ Hospitality
- ☐ Infrastructure
- ☐ Security/Law
- ☐ IT
- ☐ Healthcare
- ☐ Security/Law
- ☐ Construction
- ☐ Other

Occupation:

Occupation Skill Sets:
- ☐ Technical
- ☐ Technology
- ☐ Analysis
- ☐ Monitor
- ☐ Communications
- ☐ Empathy
- ☐ Problem-Solving
- ☐ Detailed

Wage Info:

Occupation Demand:

PERSONAL GOAL

- ☐ More time with family
- ☐ Earn more money
- ☐ Exercise
- ☐ Own my own business
- ☐ Relax more often
- ☐ Network more often
- ☐ Save more money
- ☐ Other: _____

ACADEMIC GOAL

- ☐ Training Program
- ☐ Entrepreneurship Training
- ☐ Earn a certification
- ☐ XXXX
- ☐ Associate's Degree
- ☐ XXX
- ☐ Bachelor's Degree
- ☐ XXXX

FAMILY AND COMMUNITY SUPPORT SYSTEMS

- ☐ Mother/Father
- ☐ Church
- ☐ Spouse
- ☐ Support group
- ☐ Friend(s)
- ☐ Mentor
- ☐ Family
- ☐ Partner (Boyfriend/Girlfriend)

POST-PROGRAM GOAL

Work Full-Time: Yes ☐ No ☐

Work Part-Time: Yes ☐ No ☐

Enter the Military: Yes ☐ No ☐

Apprenticeship: Yes ☐ No ☐

2-Year Training: Yes ☐ No ☐

2-Year Degree: Yes ☐ No ☐

4-Year Degree: Yes ☐ No ☐

Undecided: Yes ☐

Notes:

INDIVIDUAL TRAINING PLAN (ITP)

AREA 1: WHERE AM I NOW?

1. Which of the following summarizes your work experiences?	2. Do I have any education, training, or skills that are being underutilized?	3. What are my strengths/assets?	4. What are my areas of growth?
A. Satisfied with my work	Yes No Unsure	A. Technical Skills/Labor	A. Time Management
B. Unsatisfied with my work experiences		B. Communication/Interpersonal Skills	B. Interpersonal Skills I. Other:
C. Prepared for my goals	**Does my company offer any professional development resources that can help me attain my career goals?**	C. Organizational Skills	C. Problem Solving
D. Unprepared for my current and future goals		D. Critical Thinking and Problem Solving	D. Adaptability/Flexibility
E. Unprepared for my current and future goals	Yes No Unsure	E. Customer Service	E. Dependable/Disciplined
		F. Creative/Innovative	E. Achieving My Goals
		G. Caring for Others	F. Interview Skills
		H. Detail-Oriented Other:	G. Mathematical Computation
			H. Reading Skills

AREA 2: ASSETS

5. Who do I know (friends, family, coworkers, etc.) who can help me attain my career goals?	6. Am I aware of networking and/or mentorship opportunities that can help me attain my career goals?	8. Who have you discussed your career goals with in the past three months? (Circle all that apply)	9. Do you have the following consistent supports?
A. Family	Yes No Unsure	A. Manager G. Spouse	A. Car or Consistent Metro Fare Y N
B. Friends	**7. Do you have the following?**	B. Professional Leader H. Partner	B. Stable Residence Y N
C. Coworkers	A. Checking Account	C. Educator I. Other	C. Stable Food Supply Y N
D. Online/Social Media	B. Savings Account	D. Family	D. Childcare Y N
E. Spouse	C. Credit Card	E. Friends	E. Access to Healthcare Y N
F. Partner	D. Retirement Account (401K or 403B)	F. Mentor	

INDIVIDUAL TRAINING PLAN (ITP)

AREA 3: GAP ANALYSIS

10. How do I measure up to people in my ideal position in terms of experience and/or education?	11. What can I do to achieve my goals?	12. Are there any certifications, trainings, or degrees that would help me achieve my goals?	13. What values are most important to me?
A. I am prepared for my ideal position	A. Register for a training program B. Obtain a certification	1.	A. Family B. Money
B. I need more training	C. Further research the area	2.	C. Upward mobility
C. I need to obtain certifications	D. . Register for a degree program	3.	E. Personal Satisfaction
D. I need a college degree	E. Reorganize my personal life	4.	F. Others' Happiness
E. Unsure	F. Other:	5.	G. Other:

AREA 4: CAREER PATHWAYS

Why have I chosen this particular career path?	What is most attractive about my ideal position?	What types of challenges do I expect in my new role?	Are there any obstacles in the way of achieving my goals?
1. Personal Fulfillment	1. Helping Others	1.Long hours	1. Family
2. Earning Potential	2. High demand area; always job growth	2. Learning new information	2. Transportation
3. Helping Others	3. Prestige	3. Physically difficult	3. Food/Shelter
4. Family History	4. Personal Fulfillment	4. Earning additional certifications	4. Disability
5. Other:	5. Other:	5. Standing out among co-workers	5. How I feel about my ability
			6. Other:

Set SMART Goals

A career development plan is comprised of many different goals, all of which have the same objective in mind taking one's career to the next level. Career development goals should be Specific, Measurable, Attainable, Relevant, and Time-bound. In other words, they should be SMART.

What are SMART Goals?

- **Specific:** Goals should be clearly defined and specific to help focus your efforts.
- **Measurable:** Goals should be measurable so you can track your progress and stay motivated as you feel the excitement of getting closer to achieving them.
- **Attainable:** Goals should be realistic and attainable, even if that means stretching your abilities to their extremes.
- **Relevant:** Goals should align with other plans you have for your life.
- **Time-Bound:** Goals should have a target date of completion to help you prioritize your time and energy in the time allotted.

SMART Personal Development Plan

30 Day	60 Day	90 Day	6 Month or 1 Year

First Name	Last Name
hawa	ahmed
Chawn	Baker
johna	barber
Norvell	Bennett
Stacy	Brown
Alayah	Bruce
Daneetra	Bryant
BRUCE	CHAPMAN
Jeremy	Chriss
Mieka	Davis
juanita	Diggs
Earle	Eldridge
Shayla	Fugate
qunay	german
Lisa	Lee
Vayashane	Little
Justin	Matlock
Diontre	Miles
Julius	Miller
Stephanie	MorantSullivan
Delroy	Nelson
Felicia	Parker
Brenda	Reddick
Lorie	Rones
Robert	Smith
William	Taft
Ty	Warren
NaShayla	Williams

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Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Telisa Jackson

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Vincent James

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Tawanna Johnson

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Shirley Johnson

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Michael Johnson

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Kenneth Johnson

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

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DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Danielle Johnson

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Rozine Johnson

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Danny Johnson

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Juwan Lanham

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Sandi Lewanika

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Anthony Lewis

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Catreese Love

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Amy Mckelvin

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

David Mcknight

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

aminet Mehammed

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Yeny Mendoza

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Mekeeba Miller

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Dajah Price

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

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DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

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Certificate of Completion

This Certificate is Proudly Presented to

Rachelle Quarles

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

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DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

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Certificate of Completion

This Certificate is Proudly Presented to

Lisa Queen

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

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DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Cheryl Richardson

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

David Robinson

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Deborah Ruttenberg

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Charlita Shaw

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Tanesha Simmons

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Yvette Snipes

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Siera Toney

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

Katja Tubman-Toweh

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

Certificate of Completion

This Certificate is Proudly Presented to

JaRaya Witherspoon

for successful completion of the 2018 Postsecondary School Readiness Training Conference and Workshop

"Postsecondary School Readiness Training Conference"

DC WORKFORCE INVESTMENT COUNCIL

Anthony Hales Jr.
Program Manager

First Name	Last Name
David	Armstrong Jr.
David	Armstrong Sr.
Travis	Bolden
Rossalyn	BROWN-PARKS
Joseph	Clark
Timika	Clay
Melvina	Coleman
Deborah	Culley
Carrie	Ellis
Nedra	Ellsworth
Macett	Freeman
Tyrone	Gripper
Rahniesha	Harris
Chuck	Hicks
Byonka	Howard
Telisa	Jackson
Vincent	James
Tawanna	Johnson
Shirley	Johnson
Michael	Johnson
Kenneth	Johnson
Danielle	Johnson
Rozine	Johnson
Danny	Johnson
Danielle	Johnson
Danny	Johnson
Juwan	Lanham
Sandi	Lewanika
Anthony	Lewis
Catreese	Love
Amy	Mckelvin
David	Mcknight
aminet	Mehammed
Yeny	Mendoza
Mekeeba	Miller
Dajah	Price
Rachelle	Quarles
Lisa	Queen
Cheryl	Richardson
David	Robinson
Deborah	Ruttenberg
Charlita	Shaw
Corey	Shelton
Tanesha	Simmons
Yvette	Snipes
Ivan	Taylor

Siera	Toney
Katja	Tubman-Toweh
Jackie	Ward
JaRaya	Witherspoon

AMENDMENT OF SOLICITATION / MODIFICATION OF CONTRACT

1. Contract Number	Page of Pages	
DCEB-2016-C-2015	1	1

2. Amendment/Modification Number	3. Effective Date	4. Requisition/Purchase Request No.	5. Solicitation Caption
M02	August 15, 2017		Workforce Development Grant and Technical Writing Services

6. Issued by: Code

Office of the Deputy Mayor for Planning and Economic Development
Office of Contracts, Procurement and Grants
1015 Half Street, S.E., Suite 675
Washington, D.C. 20003

7. Administered by (If other than line 6)

Office of the Deputy Mayor for Greater Economic Opportunity
Workforce Investment Council (WIC)
2235 Shannon Place, S.E., Suite 3031
Washington, D.C. 20019

8. Name and Address of Contractor (No. street, city, county, state and zip code)

Jeffrey C. Marcella Consulting
6520 N. Campbell Avenue
Chicago, IL 60645

Code Facility

	9A. Amendment of Solicitation No.
	9B. Dated (See Item 11)
X	10A. Modification of Contractor/Order No. DCEB-2016-C-2015
	10B. Dated (See Item 13) August 15, 2016

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning one (1) copy of the amendment: (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) BY separate letter or fax which includes a reference to the solicitation and amendment number. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such may be made by letter or fax, provided each letter or telegram makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. Accounting and Appropriation Data (If Required)

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTORS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14

	A. This change order is issued pursuant to (Specify Authority): 27 DCMR, Chapter 36, the changes set forth in Item 14 are made in the contract/order no. in item 10A.
	B. The above numbered contract/order is modified to reflect the administrative changes (such as changes in paying office, appropriation data etc.) set forth in item 14, pursuant to the authority of:
	C. This supplemental agreement is entered into pursuant to authority of: 27 DCMR 3601.2©
X	D. Other (Specify type of modification and authority) 27 DCMR, Chapter 2008, Exercise of Options

E. IMPORTANT: Contractor ☒ is not ☐ is required to sign this document and return one (1) copy to the issuing office.

14. Description of Amendment/Modification (Organized by UCF Section headings, including solicitation/contract subject matter where feasible.)

In accordance with Section F.2 – Option to extend the term of the contract, Jeffrey C. Marcella Consulting, Contract No. DCEB-2016-C-2015, dated August 15, 2016, for Workforce Development Grant and Technical Writing Services, the District hereby exercises option year one.

1. The period of performance shall be August 15, 2017 through August 14, 2018.

2. The estimated not to exceed amount for option year one is $49,044.00.

Except as provided herein, all terms and conditions of the document is referenced in Item 9A or 10A remain unchanged and in full force and effect.

15A. Name and Title of Signer (Type or print)		16A. Name of Contracting Officer Jacque McDonald, CPPO, CPPB, SPSM, MBA, MST Director of Contracts, Procurement and Grants	
15B. Name of Contractor (Signature of person authorized to sign)	15C. Date Signed	16B. District of Columbia (Signature of Contracting Officer)	16C. Date Signed 8-10-17

GOVERNMENT OF THE DISTRICT OF COLUMBIA

TASK ORDER AGREEMENT

PAGE 1 OF PAGES 12

1. CONTRACT NUMBER	2. PURCHASE REQUEST NO.	3. EFFECTIVE DATE
CW64035		See box 13(c)

4. ISSUED BY	5. ADMINISTERED BY *(If other than Item 5)*
Office of Contracting and Procurement 441 4th Street NW, 700S Washington, DC 20001	Deputy Mayor's Office of Greater Economic Opportunities/Workforce Investment Council 2235 Shannon Place SE., Suite 3040 Washington, DC 20020

6. NAMES AND ADDRESS OF PROVIDER/CONTRACTOR *(No. Street, county, state and ZIP Code)*
Hales Government Solutions
909 South Dakota Avenue, NE
Washington, DC 20017
POC: Anthony Hales Office – (202) 656-4852 ahales@halesgovernment.com

7. PROVIDER/CONTRACTOR SHALL SUBMIT ALL INVOICES TO	8. DISTRICT SHALL SEND ALL PAYMENTS TO
The Contractor shall create and submit payment requests in an electronic format through the DC Vendor Portal, https://vendorportal.dc.gov	Hales Government Solutions 909 South Dakota Avenue, NE Washington, DC 20017 POC: Anthony Hales Office – (202) 656-4852 ahales@halesgovernment.com

9. DESCRIPTION OF TASK ORDER AGREEMENT AND RATE COST

ITEM LINE NO.	NIGP CODE	BRIEF DESCRIPTION OF HUMAN CARE SERVICE	QUANTITY OF SERVICE REQUIRED	TOTAL SERVICE UNITS	SERVICE RATE	TOTAL AMOUNT
See Section 2 on page 2		Training Services	See Section 2 on page 2	See Section 2 on page 2	See Section 2 on page 2	NTE $100,000.00
			Not-To-Exceed (NTE) Amount			$100,000.00

10. APPROPRIATION DATA AND FINANCIAL CERTIFICATION

LINE	AGY	YEAR	INDEX	PCA	OBJ	AOBJ	GRANT PH	PROJ PH	AG1	AG2	AG3	PERCENT	FUND SOURCE	AMOUNT

A. SOAR SYSTEM OBLIGATION CODE: See Purchase Order	B. Name of Financial Officer (Typed): N/A	C. Signature: N/A	D. Date: N/A

11. PERIOD OF TASK ORDER AGREEMENT

Starting Date: See box 13(c)	Ending Date: Date of Award through September 30, 2018

TASK ORDER AGREEMENT SIGNATURES

Pursuant to the authority provided in D.C. Law 13-155, this HUMAN CARE AGREEMENT is being entered between the Provider/Provider specified in Item No. 6 of this document. *The Provider Provider is required to sign and return two (2) originals of this document to the Contracting Officer of the Issuing Office stated in Item No. 5 of page 1 of this document. The Provider* Provider further agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this Human Care Agreement and on any continuation sheets or appendices for the consideration stated above, and as ordered under purchase orders issued pursuant to this Agreement. The rights and obligations of the parties to this Human Care Agreement shall be subject to and governed by the following documents: (a) this Human Care Agreement; (b) the *STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS*, dated July 2010; (c) Any other provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. This Human Care Agreement between the signatories to this document consummates the final agreement of the parties.

12. FOR THE PROVIDER/CONTRACTOR		*13. FOR THE DISTRICT OF COLUMBIA*	
A. Name and Title of Signer *(Type or print)* Name: Anthony Hales Jr., Title: President		A. Name of Contracting Officer *(Type or print)* Name: Tia Mercer Title: Contracting Officer	
B. Signature of Hales Government Solutions Anthony Hales Jr.	C. DATE 9/15/18	B. Signature of CONTRACTING OFFICER	C. DATE 9/17/18

1. SERVICES REQUIRED

The Office of Contracting and Procurement (OCP), on behalf of the Workforce Investment Council (WIC), seeks the services of one or more vendors to provide Training Services with an emphasis on post-secondary school readiness to include, but not limited to: Event Registration, Individual Training Plan creation and distribution to conference participants, School-Readiness training, and in-Program Skills Gains.

The vendor shall register at least twenty-five (25) participants for each Post-Secondary School Readiness Conference which transpires on September 20, 2018 and September 27, 2018 at the Kellogg Conference Hotel located 800 Florida Avenue, NE in Washington, DC.

The selected vendor shall assess District residents for training and school readiness. In addition, the vendor shall assist District residents with creating an Individual Training Plan to move forward with Post-Secondary Education in the following targeted industries (Program of Focus): I) Information Technology, 2) Infrastructure, 3) Healthcare, 4) Construction, 5) Security and Law or 6) Hospitality.

The vendor for each conference is expected to serve at least 25 participants, including returning citizens, aging citizens, out of school youth (ages 18-24) and dislocated workers that are residents of the District of Columbia.

2. PRICE SCHEDULE

CLIN	ITEM DESCRIPTION	PRICE PER UNIT	QTY	TOTAL PRICE
0001	Training Services & Case Management Services for the 2018 Post-Secondary School Readiness Conference on September 20, 2018	Each	1	$25,000.00
0002	Training Services for the 2018 Post-Secondary School Readiness Conference on September 27, 2018	Each	1	$25,000.00
0003	Individual Training Plans for Conference Attendees (Goal: 25 Total Attendees) – September 20, 2018 Conference	Per Attendee	1	$ 650.00
0004	Individual Training Plans for Conference Attendees (Goal: 25 Total Attendees) – September 27, 2018 Conference	Per Attendee	1	$ 650.00
	Grand Total - Not-to-Exceed			$ 100,000.00

3. TERM OF CONTRACT

The period of performance for this Task Order Agreement shall be from date of award through September 30, 2018.

4. DELIVERABLES

SOW	ITEMS	Deliverable	Quantity	Format and Method of Delivery	Due Date
C.6.1	Training & Case Management	Provide training and case management for conference participants	25 per conference	In Person	Conference#1: 9/20/18 Conference#2: 9/27/18
C.6.2	Individual Training Plans	Provide each participant an Individual Training Plan that details specific actionable steps to enter into high-demand industry employment.	25 per conference	Email	Conf#1: 9/20-21/18 Conf#2: 9/27-28/18
C.6.3	Participant Recruitment	Perform outreach to District residents to recruit 25 participants to **each** conference		Various Methods	Conference#1: 9/20/18 Conference#2: 9/27/18
C.6.4	Conference Registration	Online and on-site registration for **each** conference	1	Digital and in-person	Online Conf#1:9/19/18 OnSite Conf#1:9/20/18 Online Conf#2:9/26/18 OnSite Conf#2:9/27/18
C.6.5	Certificates of Completion	Provide WIC Program Office with copies of completion certificates for each participant that completed the training	Based on CLIN 0003 & CLIN 0004	Email	September 30, 2018
C.6.6	Final Conference Roster	Provide WIC Program Office with final participant roster for each conference	2	Email	September 30, 2018

5. CONTRACTING OFFICER (CO)

Contracts may be entered into and signed on behalf of the District Government only by Contracting Officers. The name, address and telephone number of the Contracting Officer for this Task Order Agreement is:

Tia Mercer
Contracting Officer
Office of Contracting and Procurement (Servicing DOES/DMGEO/WIC)
4058 Minnesota Avenue
Washington, DC 20019
(202) 671-3100 (voice)
Tia.Mercer@dc.gov

6. CONTRACT ADMINISTRATOR (CA)

The CA is responsible for the technical administration of the contract and advising the Contracting Officer as to the Contractor's compliance or noncompliance with the contract. In addition, the CA is responsible for the day-to-day monitoring and supervision of the contract as well as ensuring that the work conforms to the requirements of this contract and such other responsibilities and authorities as may be specified in writing by the Contracting Officer. The

CA for this Task Order Agreement is:

Diane Pabich
Deputy Director
Workforce Investment Council
Government of the District of Columbia
Office of the Deputy Mayor for Greater Economic Opportunity
2235 Shannon Place SE, Suite 3031
Washington, DC 20004
202.715.2854 Office
Diane.Pabich@dc.gov

It is understood and agreed that the CA shall not have the authority to make changes in the specifications/scope of work or terms and conditions of the contract.

Contractor shall be held fully responsible for any changes not authorized in advance, in writing, by the Contracting Officer, and may be denied compensation or other relief for any additional work performed that is not so authorized, and may also be required, at no additional cost to the District, to take all corrective action necessitated by reason of the unauthorized changes.

7. ORDERING

Services to be provided until this Task Order Agreement shall be ordered by the Contract Administrators specified in Section 6 above according to the prices set forth in the price schedule. Orders may be issued by electronic methods.

8. COMPENSATION AND PAYMENT

The District shall make payment upon submission of proper invoices at the prices stipulated in Section 2 of this Task Order Agreement for supplies delivered and accepted services performed, less any discounts, allowances or adjustments provided for in this Task Order Agreement. The District shall pay the Contractor on or before the 30th day after receiving a proper invoice from the Contractor.

9. INVOICE SUBMITTAL

The Contractor shall create and submit payment requests in an electronic format through the DC Vendor Portal, https://vendorportal.dc.gov

9.1 The Contractor shall submit proper invoices on a monthly basis or as otherwise specified in Section 9.

9.2 To constitute a proper invoice, the Contractor shall enter all required information into the Portal after selecting the applicable purchase order number which is listed on the Contractor's profile.

10. INCORPORATED DOCUMENTS

Contractor shall perform under this Task Order Agreement pursuant to the terms of the following documents that are hereby incorporated by reference and made a part of this contract, which in the event of a conflict shall be resolved by giving precedence in the order of priority listed below:

(1) Standard Contract Provisions (July 2010) {Solely Incorporated by Reference}
(2) This Task Order Agreement (coversheet plus Sections 1 thru 10)
(3) Solicitation as Amended– Training Services for the WIC Post-Secondary School Readiness Conference - issued via E-Sourcing Event Doc398826 on September 11, 2018 {Attachment A to this Task Order Agreement}
(4) Hales Government Solutions' Quote dated September 14, 2018 {Attachment B to this Task Order Agreement}; and
(5) Hales Government Solutions' DC Supply Schedule Contract (CW48017) {Solely Incorporated by Reference}.

Attachment A

Solicitation (As Amended)

Training Services for the WIC Post-Secondary School Readiness Conference
Issued via E-Sourcing Event Doc398826 on September 11, 2018

Workforce Investment Council
Workforce Development Training Services
Post-Secondary School Readiness Conferences

C.1 MISSION AND ORGANIZATION

The District's Workforce Investment Council (WIC) is a private-sector led board responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an integrated and effective workforce investment system. Members of the WIC include representatives from the private sector, local business representatives, government officials, organized labor, youth community groups, and organizations with workforce investment experience.

C.2 INTRODUCTION

This work is being performed under the Workforce Investment Council Workforce Training Program to provide District of Columbia residents training in high demand occupations. The trainings will include an in-person two-day conference, to achieve the following goals:

l) Introduce a variety of training programs, resources and wrap around services that will support returning citizens, aging citizens, out of school youth (ages 18-24) and dislocated workers that are residents of the District of Columbia.

2) Provide residents with workforce learning and training for jobseekers that incorporates research-based curricula and credentials in high demand occupations along a career pathway (including construction, hospitality, security, infrastructure, technology, and healthcare)

C.2.1 Background

The DC Workforce Investment Council serves as the District's state workforce investment board, responsible for ensuring all residents a have access to the education, training and career services necessary to gain economic independence.

This solicitation meets a recurring need of the WIC procuring vendors to deliver workforce training for DC residents. The solicitation is aligned with the WIC's efforts to provide training and skills in high-demand industry sectors.

C.2.2 Definitions

N/A

C.2.3 Applicable Documents

Item No.	Title	Date
1	**Career Pathways Strategic Plan** https://dcworks.dc.gov/node/1142701	N/A
2	**Workforce Implementation Guidance Letters** https://dcworks.dc.gov/node/1202060	N/A
3	**Community Presentation** https://dcworks.dc.gov/node/1203007	N/A

C.3 SCOPE

The Office of Contracting and Procurement (OCP), on behalf of the Workforce Investment Council (WIC), seeks the services of one or more vendors to provide Training Services with an emphasis on post-secondary school readiness to include, but not limited to: Event Registration, Individual Training Plan creation and distribution to conference participants, School-Readiness training, and in-Program Skills Gains.

The vendor shall register at least twenty-five (25) participants for each Post-Secondary School Readiness Conference which transpires on September 20, 2018 and September 27, 2018 at the Kellogg Conference Hotel located 800 Florida Avenue, NE in Washington, DC.

The selected vendor shall assess District residents for training and school readiness. In addition, the vendor shall assist District residents with creating an Individual Training Plan to move forward with Post-Secondary Education in the following targeted industries (Program of Focus):

I) Information Technology
2) Infrastructure
3) Healthcare
4) Construction
5) Security and Law
6) Hospitality

The vendor for **each conference** is expected to serve at least 25 participants, including returning citizens, aging citizens, out of school youth (ages 18-24) and dislocated workers that are residents of the District of Columbia.

C.4 PERIOD OF PERFORMANCE

The period of performance shall be from date of award through September 30, 2018.

C.5 MINIMUM REQUIREMENTS

The Contractor shall meet the following minimum qualifications:

1. Possess active certification as a Small Business Enterprise (SBE) from the DC Department of Small and Local Business Development (DSLBD);
2. Possess an active DC Supply Schedule contract on the Training Services category schedule; and
3. Provide narrative (3 pages max) regarding working knowledge and relevant experience in developing Individual Training Plans (ITPs) and managing the full scope of training events (promotion, break-out sessions, recruitment) that are similar in size and scope of the work delineated in this Statement of Work.
4. Provide three (3) references with contact information (name, email and telephone number) for projects similar in size and scope

C.6 REQUIREMENTS

The vendor shall perform the following tasks in order to achieve the objectives of this procurement:

C.6.1 Provide training and case management services for District residents that will result in certificates of completion that explore what post-secondary readiness looks like in the targeted industries listed above;

C.6.2 Provide Individual Training Plans (ITPs) for each conference attendee. The information in the ITPs shall include, but not be limited to: Attendee's name, address, Date of Birth, Last Grade Completed, Program of Interest, Career Goals, Personal Goals, Post-Graduation Goals, Accommodation Needs (Disability, Transportation, etc.), Industry Certifications, and Career Ladder Information (based on current certifications.). Conference Attendees shall receive ITPs at the conference or by email within one (1) business day after the conference;

C.6.3 Recruit at least twenty-five (25) District residents in the targeted demographics of returning citizens, aging citizens, out of school youth (ages 18-24) and dislocated workers to attend **each conference**;

C.6.4 Provide online and on-site conference registration for **each conference** registration;

C.6.5 Provide WIC Program Office with copies of completion certificates for each participant that completed the training; and

C.6.6 Provide WIC Program Office with final participant roster for each conference.

C.7 DELIVERABLES

SOW	ITEMS	Deliverable	Quantity	Format and Method of Delivery	Due Date
C.6.1	Training & Case Management	Provide training and case management for conference participants	25 per conference	In Person	Conference#1: 9/20/18 Conference#2: 9/27/18

C.6.2	Individual Training Plans	Provide each participant an Individual Training Plan that details specific actionable steps to enter into high-demand industry employment.	25 per conference	Email	Conf#1: 9/20-21/18 Conf#2: 9/27-28/18
C.6.3	Participant Recruitment	Perform outreach to District residents to recruit 25 participants to **each** conference		Various Methods	Conference#1: 9/20/18 Conference#2: 9/27/18
C.6.4	Conference Registration	Online and on-site registration for **each** conference	1	Digital and in-person	Online Conf#1:9/19/18 OnSite Conf#1:9/20/18 Online Conf#2:9/26/18 OnSite Conf#2:9/27/18
C.6.5	Certificates of Completion	Provide WIC Program Office with copies of completion certificates for each participant that completed the training	TBD	Email	September 30, 2018
C.6.6	Final Conference Roster	Provide WIC Program Office with final participant roster for each conference	2	Email	September 30, 2018

C.8 BASIS OF AWARD

A single award or multiple awards of a fixed unit price task order shall be made to the Contractor(s) with the Lowest Price Technically Acceptable (LPTA).

Attachment B

Hales Government Solutions' Quote
Submitted on
September 14, 2018

Via E-Sourcing Doc398826

ATTACHMENT A
PRICE SCHEDULE

Workforce Investment Council
Training Services
Post-Secondary School-Readiness Conference

CLIN	ITEM DESCRIPTION	PRICE PER UNIT	QTY	TOTAL PRICE
0001	Training Services & Case Management Services for the 2018 Post-Secondary School Readiness Conference on September 20, 2018	Each	1	$ 25000
0002	Training Services for the 2018 Post-Secondary School Readiness Conference on September 27, 2018	Each	1	$ 25000
0003	Individual Training Plans for Conference Attendees (Goal: 25 Total Attendees) – September 20, 2018 Conference	Per Attendee	1	$ 650
0004	Individual Training Plans for Conference Attendees (Goal: 25 Total Attendees) – September 27, 2018 Conference	Per Attendee	1	$ 650

Hales Government Solutions
Company Name

Anthony Hales Jr.
Print Name (Authorized Personnel)

Anthony Hales Jr.
Signature (Authorized Personnel)

September 14, 2018
Date

DCSS# CW48015

Section 1. Organizational Profile

Hales Government Solutions (HGS) specializes in supporting state and local government agencies in reaching their goals by providing key assistance for their initiatives and bolstering operational effectiveness and efficiency. We approach projects through a data-driven and holistic approach to achieve optimal success. Our time-tested L.I.V.E. model has garnered high levels of success for our clients; it includes: 1) Learn your needs 2) Improve outcomes and initiatives through well-developed plans, processes, and action 3) Visualize your path forward and 4) Execute on your projects

HGS delivers high-impact and impressive results for our clients. Hales Government Solutions (HGS) has certifications in three areas: 1) DC Supply Schedule 2) Certified Business Enterprise and 3) Disadvantaged Business Enterprise. Our work is comprised of four major areas of focus: 1) **Creative and Digital,** 2) **Research and Analytics,** 3) **Public Engagement** and 4) **Training and Development-** Our team of subject matter experts can help take your organization to the next level. We serve small to medium sized groups

Section 2: Recruitment

Immediately upon award, HGS will begin targeted recruitment to enroll participants from the targeted demographics of targeted demographics of returning citizens, aging citizens, out of school youth (ages 18-24) and dislocated workers. We have access to members of these population groups through our existing networks and relationships. We will discuss a target enrollment number for each group with the Contracting Officer and use a combination of both social and traditional outreach to enroll participants. We will also work closely with the Project empowerment team at the Department of Employment Services to identify returning citizens who would benefit from our programming.

Section 3. Program Narrative

The 2018 Post-Secondary School Readiness Conferences (PSSRC) which is the name coined by HGS for the Work Intermediary Training and Placement programming seeks to provide targeted workforce workshops, motivational activities and employability skills awareness for 100 D.C. residents over the course of two conferences (Sept. 20 and Sept. 27). Hales Government Solutions will engage industry representatives, nonprofits, community groups, eligible training provider list, and the OSSE approved trainers list to design, support and implement workshops. Participants will have exposure to 6 high demand industries for 4-hour increments. There will be a morning session (9a-12:30p) and an afternoon session (1p-5p). Metro fare cards will be made available on a limited basis to prospective attendees who share an interest to attend and apply for a metro card subsidy online or via call.

The (PSSRC) program targets residents in the District of Columbia who are returning citizens, aging citizens, out of school youth (ages 18-24) and dislocated workers, unemployed, underemployed, an incumbent worker, and/or who are members of other special populations. The PSSRC program provides academic, educational and counseling activities designed to better prepare District residents are seeking employment in a demand industry. Academic activities include demand awareness, industry training potentials, test-taking and study skills and employability skills training. The PSSRC training series introduces D.C. residents and reinforce for others career awareness in high demand career paths.

Each participant will complete an Individual Training Plan (ITP) to detail concrete next steps for their career path. The ITP will include attendee's name, address, date, date of birth, last grade completed, program of interest, career goals, personal goals, post-graduation goals, accommodation needs (disability, transportation, etc.). Workshops will focus on the following career paths:

Area 1: Information Technology

Area 2: Infrastructure

Area 3: Healthcare

Area 4: Construction

Area 5: Security and Law

Area 6: Hospitality and Tourism



Section 4: Workshop Description

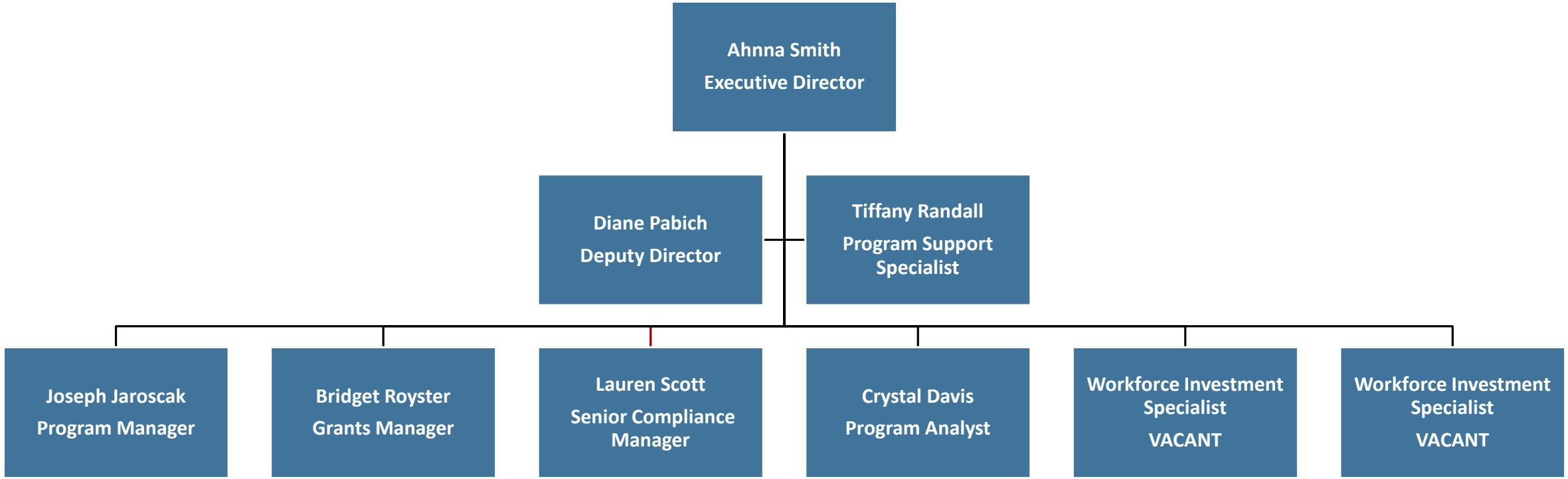
No	Workshop Name	Description	Time	Dates	Learning Format
1001	**Hospitality and Tourism**	This workshop will cover the various career fields in the areas of hospitality and tourism; these include: front desk, restaurant server, hotel auditing, merchandise specialist, marketing coordinator, brokerage agent, tour assistant, maintenance and cleaning staff, chefs and cooks, tour guide, waiters and wait staff, kitchen and dining room attendants, and hospitality managers.	9:00a-12:30p and 1:00p-5:00p	Thursday, 9/20/18 Thursday, 9/27/18	▪ Customized 3.0 hour in-person training ▪ Interactive learning with video ▪ Roleplays and vignettes
1002	**Security and Law**	This workshop will address the skills, knowledge and responsibilities needed to maintain the standards of a security and law professional. Career fields include: security officer, loss prevention officer, special police, traffic control officer, special events security, unarmed security, visitor control host/security, bodyguards	9:00a-12:30p and 1:00p-5:00p	Thursday, 9/20/18 Thursday, 9/27/18	▪ Customized 3.0 hour in-person training ▪ Interactive learning with video ▪ Roleplays and vignettes
1003	**Infrastructure**	This workshop will address the skills, knowledge and responsibilities needed for careers in the areas of infrastructure: energy efficiency specialists, solar panel installers, gas lineman, waste water technician, underground technicians, engineers, surveyors, and inspectors	9:00a-12:30p and 1:00p-5:00p	Thursday, 9/20/18 and Thursday, 9/27/18	▪ Customized 3.0 hour in-person training ▪ Interactive learning with video ▪ Roleplays and vignettes
1004	**Information Technology**	This course will address the skills, knowledge and responsibilities needed for careers in the areas of information technology: system analysts, data analytics, network specialists, security analysts, cloud solutions specialist, IT	9:00a-12:30p and	Thursday, 9/20/18 and Thursday, 9/27/18	▪ Customized 3.0 hour in-person training ▪ Interactive learning with video

		help desk specialist, business systems analyst, GIS solutions specialist and IT projects coordinator	1:00p-5:00p		▪ Roleplays and vignettes
1005	**Construction**	This workshop will address the skills, knowledge and responsibilities needed for careers in the areas of construction: construction worker, forklift operator, flagger, HVAC, project management, plumbers, electricians, and building information models, and painters.	9:00a-12:30p and 1:00p-5:00p	Thursday, 9/20/18 and Thursday, 9/27/18	▪ Customized 3.0 hour in-person training ▪ Interactive learning with video ▪ Roleplays and vignettes
1006	**Healthcare**	This workshop will address the skills, knowledge and responsibilities needed for careers in the areas of healthcare: phlebotomies, medical office assistants, dental hygienists, x-ray technicians, home health aides, transcriptionists, medical technicians	9:00a-12:30p and 1:00p-5:00p	Thursday, 9/20/18 and Thursday, 9/27/18	▪ Customized 3.0 hour in-person training ▪ Interactive learning with video ▪ Roleplays and vignettes

Section 5: Event Management

HGS will handle the full scope of event planning and logistics. HGS has hosted and executed both small and large conferences for the Department of Employment Services and the Office of the State Superintendent of Education. We will handle pre-registration, onsite registration and all logistics.

DC Workforce Investment Council (WIC) Organization Chart



WORKFORCE INVESTMENT COUNCIL

Updated as of 2/15/19

CHART OF WIC AGENCY PERSONNEL (SCHEDULE A), as of Feb. 15, 2019

Position number	Position status (A-active, R-frozen)	Vacancy Status (V/F)	Job title	Employee's name (leave blank if position is vacant)	Reports to name	Grade level	Step	Salary	FTE x Dist.	Fund code	Type of appointment (e.g. career, excepted, MSS)	Job status (i.e. continuing, term, or temporary)	Full-time, part-time	WAE (yes/no)	Seasonal or year-round	Hire (start) date into the position	Position effective date	Not-to-Exceed date	Hire (start) date in District government	DC Residency status (Yes/no)
00003059	A	F	Workforce Investment Council Director	Smith,Ahnna K	Kihn, Paul	10	0	$ 166,629.94	0.09	0100	Excepted	Continuing	Full	N	Year-Round	11/14/2018	1/20/2017		10/24/2016	Yes
00011413	A	F	Workforce Intermediary Officer	Pabich,Diane	Smith, Ahnna	14	4	$ 110,307.90	0.09	0100	Career	Term	Full	N	Year-Round	8/22/2016	1/10/2017		8/22/2016	No
00044775	A	F	Workforce Investment Specialist	Scott,Lauren	Smith, Ahnna	14	2	$ 103,862.00	0.09	0100	Career	Continuing	Full	N	Year-Round	9/30/2018	9/30/2018		2/8/2016	Yes
00088711	A	V	Workforce Investment Specialis		Smith, Ahnna	14	1	$ 100,639.00	1.00	0100	Career	Continuing	Full	N	Year-Round		1/10/2017			
00095309	A	F	Grants Management Specialist	Royster,Bridgette D	Smith, Ahnna	13	5	$ 96,065.00	1.00	0100	Career	Continuing	Full	N	Year-Round	10/1/2018	5/22/2018		1/28/2002	No
00095335	A	F	Program Analyst	Davis,Crystal L.	Smith, Ahnna	12	1	$ 73,906.00	1.00	0100	Career	Continuing	Full	N	Year-Round	11/10/2018	11/10/2018		12/16/2013	No
00071935	A	F	Program Support Specialist	Randall, Tiffany	Smith, Ahnna	9	1	$ 49,570.00	1.00	0100	Career	Continuing	Full	N	Year-Round	12/23/2018	1/10/2017		9/24/2012	Yes
00077085	A	V	Workforce Investment Specialist		Smith, Ahnna	12	0	$ 73,906.00	1.00	0100	Career	Continuing	Full	N	Year-Round		5/21/2018			
00094540	A	F	Workforce Investment Specialist	Jaroscak,Joseph Vincent	Smith, Ahnna	13	5	$ 96,065.00	1.00	0700	Career	Term	Full	N	Year-Round	3/19/2018	10/29/2017		3/19/2018	Yes
00003059	A	F	Workforce Investment Council Director	Smith,Ahnna K	Kihn, Paul	10	0	$ 166,629.94	0.91	0700	Excepted	Continuing	Full	N	Year-Round	11/14/2018	1/20/2017		10/24/2016	Yes
00011413	A	F	Workforce Intermediary Officer	Pabich,Diane	Smith, Ahnna	14	4	$ 110,307.90	0.91	0700	Career	Term	Full	N	Year-Round	8/22/2016	1/10/2017		8/22/2016	No
00044775	A	F	Workforce Investment Specialist	Scott,Lauren	Smith, Ahnna	14	2	$ 103,862.00	0.91	0700	Career	Continuing	Full	N	Year-Round	9/30/2018	9/30/2018		2/8/2016	Yes

CHART OF WIC AGENCY PERSONNEL (SCHEDULE A), as of Feb. 15, 2019

Position number	Position status (A-active, R-frozen)	Vacancy Status (V/F)	Job title	Employee's name (leave blank if position is vacant)	Reports to name	Grade level	Step	Salary	FTE x Dist.	Fund code	Type of appointment (e.g. career, excepted, MSS)	Job status (i.e. continuing, term, or temporary)	Full-time, part-time	WAE (yes/no)	Seasonal or year-round	Hire (start) date into the position	Position effective date	Not-to-Exceed date	Hire (start) date in District government	DC Residency status (Yes/no)
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00011413	A	F	Workforce Intermediary Officer	Pabich,Diane	Smith, Ahnna	14	4	$ 110,307.90	0.09	0100	Career	Term	Full	N	Year-Round	8/22/2016	1/10/2017		8/22/2016	No
00044775	A	F	Workforce Investment Specialist	Scott,Lauren	Smith, Ahnna	14	2	$ 103,862.00	0.09	0100	Career	Continuing	Full	N	Year-Round	9/30/2018	9/30/2018		2/8/2016	Yes
00088711	A	V	Workforce Investment Specialis		Smith, Ahnna	14	1	$ 100,639.00	1.00	0100	Career	Continuing	Full	N	Year-Round		1/10/2017			
00095309	A	F	Grants Management Specialist	Royster,Bridgette D	Smith, Ahnna	13	5	$ 96,065.00	1.00	0100	Career	Continuing	Full	N	Year-Round	10/1/2018	5/22/2018		1/28/2002	No
00095335	A	F	Program Analyst	Davis,Crystal L.	Smith, Ahnna	12	1	$ 73,906.00	1.00	0100	Career	Continuing	Full	N	Year-Round	11/10/2018	11/10/2018		12/16/2013	No
00071935	A	F	Program Support Specialist	Randall, Tiffany	Smith, Ahnna	9	1	$ 49,570.00	1.00	0100	Career	Continuing	Full	N	Year-Round	12/23/2018	1/10/2017		9/24/2012	Yes
00077085	A	V	Workforce Investment Specialist		Smith, Ahnna	12	0	$ 73,906.00	1.00	0100	Career	Continuing	Full	N	Year-Round		5/21/2018			
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00003059	A	F	Workforce Investment Council Director	Smith,Ahnna K	Kihn, Paul	10	0	$ 166,629.94	0.91	0700	Excepted	Continuing	Full	N	Year-Round	11/14/2018	1/20/2017		10/24/2016	Yes
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00044775	A	F	Workforce Investment Specialist	Scott,Lauren	Smith, Ahnna	14	2	$ 103,862.00	0.91	0700	Career	Continuing	Full	N	Year-Round	9/30/2018	9/30/2018		2/8/2016	Yes

WORKFORCE INVESTMENT COUNCIL APPOINTED MEMBERS

Name	Confirmation Date	Organization and Job Titles	Term Expiration Date	District Resident
Anderson, Robin	24-May-2016	Giant Food, Vice President of Human Resources and Labor Relations	23-Jun-2020	N
Andronaco, Joseph	24-May-2016	Access Green, Founder & CEO	23-Jun-2021	Y
Boney, Steven	24-May-2016	Washington Metropolitan Area Transit Authority , Senior Manager	23-Jun-2019	N
Cancelosi, Anthony	24-May-2016	Columbia Lighthouse for the Blind, President & CEO	23-Jun-2021	N
Courtien, Stephen	24-May-2016	Community Hub for Opportunities in Construction Employment, Field Representative	23-Jun-2020	N
DeBarros, Elizabeth	24-May-2016	DC Building Industry Association, Senior Advisor	23-Jun-2020	Y
Ford, Antwanye	1-Nov-2016	Enlightened, President & CEO	23-Jun-2019	Y
Franco, Angela	24-May-2016	DC Health Benefit Exchange Authority, Senior Advisor	23-Jun-2019	N
Gray, Korey	24-May-2016	DC Water, Compliance Officer	23-Jun-2020	Y
Harris, LaTara	24-May-2016	AT&T, Regional Director	23-Jun-2019	N
Harvey, Bernadette	14-Dec-2017	BConstrux, President	23-Jun-2020	Y
Keene Jr., Solomon	24-May-2016	Hotel Association of Washington, President & CEO	23-Jun-2021	Y
Kenner, Brian	24-May-2016	Deputy Mayor for Economic Development, Deputy Mayor	2-Jan-2019	Y
Logan, Scott	8-Sep-2018	Intellor Group, Vice President, Sales and Customer Success	23-Jun-2021	N
Maxwell, Michael	24-May-2016	Pepco, Vice President Human Resources	23-Jun-2019	N
McKirchy, Kathleen	24-May-2016	AFL-CIO, Executive Director at Community Services Agency	23-Jun-2019	Y
Mitchell, Antoinette	27-Jul-2018	Office of the State Superintendent, Assistant Superintendent	2-Jan-2023	Y
Morris-Hughes, Unique	24-May-2016	Department of Employment Services, Director		
Murphy, Benton	24-May-2016	Greater Washington Community Foundation, Senior Director, Community Investment	23-Jun-2020	Y
Penny, Thomas	24-May-2016	Donohoe Hospitality Services, President	23-Jun-2021	Y
Plater, Queenie	24-May-2016	John Hopkins Medicine, Vice President & Chief Human Resource Officer	23-Jun-2021	N
Quiroga, Nicole	15-Dec-2017	Greater Washington Hispanic Chamber of Commerce, President & CEO	23-Jun-2019	Y
Reese, Andrew	24-May-2016	Department on Disability Services, Director	2-Jan-2019	Y
Silverman, Elissa	N/A	Council of the District of Columbia, Councilmember	N/A	N/A
Smith, Ahnna	24-May-2016	Workforce Investment Council, Executive Director		Y
Smith, Nathan	1-Jul-2016	Allied Universal, National Portfolio Manager	23-Jun-2021	N
Smith, Stacey	24-May-2016	Hyatt Place Washington, DC, General Manager	23-Jun-2020	N
Summers, Tony	24-May-2016	University of the District of Columbia, Chief Community College Officer	2-Jan-2019	N
White, Robert	N/A	Council of the District of Columbia, Councilmember	N/A	N/A
Wiggins, Darryl	24-May-2016	DigiDoc, Inc., Principal & CEO	23-Jun-2019	Y
Zeilinger, Laura	24-May-2016	Department of Human Services, Director	2-Jan-2019	Y

NON-VOTING APPOINTED MEMBERS

Name	Confirmation Date	Organization and Job Titles	Term Expiration Date	District Resident
Hendricks, Cedric	24-May-2016	CSOSA, Associate Director	N/A	Y
Thornton, Charles	24-May-2016	DC Office of Human Rights, Special Assistant	N/A	Y
Williams, Joslyn	1-Jul-2016	Metropolitan Washington Council, AFL-CIO, President	N/A	Y
Williams, Marullus	24-May-2016	Limbic Systems, President & CEO	N/A	Y

WIC Committees
Youth Committee
Implementation Committee
Executive Committee
Economic & Workforce Alignment Committee
Youth Committee
Employment Services Committee
Executive Committee
Executive Committee
Employment Services Committee
Economic & Workforce Alignment Committee
Not Assigned
Employment Services Committee
Economic & Workforce Alignment Committee
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Executive Committee
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Not Assigned
Employment Services Committee
N/A
Executive Committee
Economic & Workforce Alignment Committee
Youth Committee
Employment Services Committee
N/A
Employment Services Committee
Employment Services Committee

WIC Committees
Implementation Committee
Implementation Committee
Implementation Committee
Implementation Committee

DCWIC Adult Career Pathways Task Force Roster – 2019

#	Seat Designation (specific role)	Name
1.	The Chairman of the Council, or his or her designee	
2.	The Chair of the Workforce Investment Council, or his or her designee	Diane Pabich
3.	The Deputy Mayor for Education, or his or her designee	Richelle Russell
4.	The State Superintendent of Education, or his or her designee	Antoinette Mitchell
5.	The Chancellor of the District of Columbia Public Schools, or his or her designee	Erin Bibo
6.	The Chair of the Public Charter School Board, or his or her designee	Melodi Sampson
7.	The Director of the Department of Employment Services, or his or her designee	Vanessa Weatherington
8.	The Director of the Department of Human Services, or his or her designee	Brian Campbell
9.	The Director of the Department on Disability Services, or his or her designee	Christopher Nace
10.	The Executive Director of the D.C. Public Library, or his or her designee	Richard Reyes-Gavilan
11.	A representative of the University of the District of Columbia Community College, appointed by the President of the University of the District of Columbia	Tony Johnson
12.	A representative of a District organization engaged in the direct provision of a basic skills program	Ray Bell Jr. (HOPE Project)
13.	A representative of a District school engaged in the direct provision of a basic skills program	Barrington Tolliver (Potomac Job Corps)
14.	A representative of a District job training provider	Kimberly Brown (DC Central Kitchen)
15.	A representative of the District business community that the Workforce Investment Council determines is from an in-demand industry sector	Alberto Marino (WMATA-Infrastructure)
16.	A representative of the District business community that the Workforce Investment Council determines is from an in-demand industry sector	Nathan Smith (Allied Universal-Security & Law)
17.	A representative of the District business community that the Workforce Investment Council determines is from an in-demand industry sector	

DC Data Vault
Working Group Meeting
Thursday, August 2, 2018
10:00AM
2235 Shannon Place SE, Suite 3031, Washington, DC 20020

Session Notes

Data Vault Working Group Attendees

Andrea Bizzell (DOES)
Kilin Boardman-Schroyer (OSSE)
Adriana Crawford (OSO)
Sharice Davis (OSO)
Leslie Green (DOES)
Joe Jaroscak (WIC)
Michelle Johnson (OSSE)
Taylor Kenny (DDS-RSA)
Christopher Nace (DDS-RSA)
Diane Pabich (WIC)

I. Introductions
   - Kilin Boardman-Schroyer welcomed Data Vault Working Group participants and facilitated introductions.

II. General Intake Form Review
   - The Working Group members discussed the edited Data Vault Intake Form. They refined the edits and identified required intake elements.
   - The edits will be shared with the DC Department of Human Services for review. Pending this review, the edits will be applied to the Data Vault web portal.

III. Release of Information/Consent Form Review
   - The Data Vault Working Group reviewed and approved the draft Release of Information/Consent Form. This form will be shared with each agency's general counsel for final approval.
   - The Working Group also discussed the adoption of a form for employees regarding the handling of sensitive information.

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IV. Standard Operating Procedure Review

- Kilin Boardman-Schroyer introduced the draft Data Vault Standard Operating Procedures (SOP). Data Vault Working Group members were asked to review the SOP document through the lens of understanding the conceptual workflow.
- The OSSE team will share an updated SOP for review.
- Once the Document is approved, a more detailed procedural policy document will be developed.

V. Next Steps

- Data Vault Working Group Members will review the draft Data Vault Standard Operating Procedure documents, and provide feedback during the August 30th meeting.

- Upcoming Data Vault Working Group Meetings
  - Thursday, August 30, 2018 – 2:00 pm to 4:00 pm
  - Thursday, September 27, 2018 – 2:00 pm to 4:00 pm
  - Thursday, October 25 – 2:00 pm to 4:00 pm

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DC Data Vault
Working Group Meeting
Monday, June 18, 2018
2:00PM
2235 Shannon Place SE, Suite 3031, Washington, DC 20020

Session Notes

Data Vault Working Group Attendees

Peter Blue (DHS)
Kilin Boardman-Schroyer (OSSE)
Leslie Green (DOES)
Joe Jaroscak (WIC)
Michelle Johnson (OSSE)
Christopher Nace (DDS)
Diane Pabich (WIC)
Kendrick Snipe (DOES)

A. Intake Process

- Michelle Johnson, State Director, OSSE – Adult and Family Education, provided an overview of the Data Vault intake data elements and forms.

- The Working Group reviewed and discussed the Data Vault General Intake Form. They agreed upon edits, refinements, and additions. Edits will be made and sent to the working group for review and approval.

B. Release of Information/Consent Form Review

- Data Vault Working Group members agreed to review the draft Data Vault Release of Information/Consent Form and provide Feedback by mid-July.

C. Standard Operating Procedure Review

- Data Vault Working Group members agreed to review the draft Data Vault Standard Operating Procedure document and provide Feedback by mid-July.

D. Next Steps

- Data Vault Working Group Members will review the draft Data Vault Release of Information/Consent Form and Standard Operating Procedure documents, and provide feedback by mid-July.

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- Upcoming Data Vault Trainings
  - Tuesday, July 24, 2018 - 9:30 am to 12:30 pm or 1:30 to 4:30 pm
  - Wednesday, July 25, 2018 - 9:30 am to 12:30 pm or 1:30 to 4:30 pm
  - Thursday, July 26, 2018 - 9:30 am to 12:30 pm or 1:30 to 4:30 pm

- Upcoming Data Vault Working Group Meetings
  - Thursday, August 2, 2018 – 10:00 am to 12:00 pm
  - Thursday, August 30, 2018 – 2:00 pm to 4:00 pm
  - Thursday, September 27, 2018 – 2:00 pm to 4:00 pm
  - Thursday, October 25 – 2:00 pm to 4:00 pm

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DC Data Vault
Working Group Meeting
Thursday, August 30, 2018
2:00 - 4:00 PM
2235 Shannon Place SE, Suite 3031, Washington, DC 20020

Session Notes

Data Vault Working Group Attendees
Billie Barnes (DOES)
Andrea Bizzell (DOES)
Peter Blue (DHS)
Kilin Boardman-Schroyer (OSSE)
Maria Byrd (UDC)
Adriana Crawford (OSO)
Sharice Davis (OSO)
Leslie Green (DOES)
Joe Jaroscak (WIC)
Michelle Johnson (OSSE)
Taylor Kenny (DDS-RSA)
Christopher Nace (DDS-RSA)
Elizabeth Weiss (DC Council)

I. Introductions
- Michelle Johnson welcomed Data Vault Working Group participants and facilitated introductions.

II. General Intake Form and Release of Information/Consent Form Finalization
- The working group reviewed, approved, and adopted the Data Vault Intake Form draft updates.
- The working group revisited a discussion about the Consent and Release Form. The updated form will be circulated to the working group participants to share with agency general counsel offices for review if necessary.

III. Purpose of Services Agreement and Assess for Success Release of Information Form
- The working group reviewed the current Purpose of Services Agreement, to discuss potential modifications.
- The working group agreed to integrate unique elements of the Purpose of Services Agreement with the updated Intake and Release form.

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IV. Standard Operating Procedure Review

- Kilin Boardman-Schroyer provided a step-by-step overview of the updated Standard Operating Procedure (SOP) document.
- The working group suggested updating the SOP to call for customer identification to be scanned and uploaded prior to the completion of the quick intake and general intake. The group agreed that identification would not be a requirement to move through the next steps, but would be needed eventually.
- The working group discussed the enhancement of orientation and community catalogue materials. The working group agreed to build out a shared presentation of slides or video that will be embedded in the Data Vault. This resource will serve as part of the orientation.

  It was noted that the One Stop Operator (OSO) has developed templates that could be used as a starting point for this resource.

V. Reminders/Updates

- DC Data Vault Check-in Sessions
  - DV Check-in Sessions are held monthly for early DV implementers: OSSE AFE and DOES AJC staff on the 1st Wednesday of each month, 2-3 p.m.
  - DV Check-in Sessions are held bi-weekly for new DV implementers: DDS/RSA and DHS staff on the 2nd and 4th Wednesday of each month, 3-4 p.m.

- DC Data Vault Check-in Sessions
  - DC Data Vault Training will be held on Wednesday, September 19, 2018 1-4 p.m.

- DC Data Vault Working Group Meetings
  - September 27, 2018, 2-4 p.m.
  - October 25, 2018, 2-4 p.m.

VI. Next Steps

- Data Vault Working Group Members will review the revised draft Data Vault Standard Operating Procedure document with their teams.
- Data Vault Working Group Members will share the updated consent and release form.
- OSSE-AFE and the OSO will coordinate to develop a first draft orientation resource for the Data Vault.

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DEPARTMENT OF EMPLOYMENT SERVICES
DC | DEPARTMENT of HUMAN SERVICES
OSSE
RSA
DDS
DISTRICT OF COLUMBIA
REHABILITATION
SERVICES ADMINISTRATION
WORKFORCE
INVESTMENT
COUNCIL

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DC Data Vault
Working Group Meeting
Wednesday, October 10, 2018
9:30 – 11:30 AM
1050 First St. NE, Room 622, Washington, DC 20002

Session Notes

Data Vault Working Group Attendees
Andrea Bizzell (DOES)
Peter Blue (DHS)
Kilin Boardman-Schroyer (OSSE)
Maria Byrd (UDC)
Sharice Davis (OSO)
Joe Jaroscak (WIC)
Michelle Johnson (OSSE)
Taylor Kenny (DDS-RSA)
Christopher Nace (DDS-RSA)
Pablo Venturino (DOES)

I. Introductions
- Kilin Boardman-Schroyer welcomed Data Vault Working Group participants and facilitated introductions.

II. Purpose of Services Agreement and Release of Information/Consent Form Finalization
- The working group reviewed the integrated Purpose of Services Agreement and Release of Information/Consent Form.
- OSSE will follow up with DOES to determine whether the equal opportunity clause needs to remain in the document.
- The working group members will share the document with agency general counsel for a final review.

III. Standard Operating Procedure Finalization
- The working group reviewed the updated Data Vault Standard Operating Procedures document.
- The working group determined that the section pertaining to referrals does not require a list of each partner.
- The working group agreed to change the language on items 14, 15, and 16 from "encourage" to "help customers."

- Working group participants will share the updated SOP with general counsel for final review.

IV. Community Catalogue/Orientation Materials Discussion
- The working group discussed the development of orientation materials for workforce customers and partners.
- The working group determined that the orientation materials should include programs that are not currently included in Data Vault referrals.
    - It was also mentioned that the One Stop Operator is developing an external referral form which can act as an informational resource on the additional partners that we should engage.
- The working group discussed developing a PowerPoint orientation with a voiceover, and later establishing a comprehensive video version.
- It was determined that the PowerPoint version would include no more than three slides per program.
- The working group also determined that the orientation should be about programs and the community catalogue would have more detailed information on vendors.

V. Draft Joint MOA Discussion
- The working group agreed to discuss the Joint MOA draft during the next Data Vault Expansion Working Group meeting.

VI. Reminders/Updates
- Next meeting: Monday, October 29, 2018 – 2:00 PM – 4:00 PM ET 2235 Shannon Pl, SE, Suite 3031, Washington, DC. 20020, Suite 3031 (Conference Room 3037)

VII. Next Steps

- Data Vault SOP revisions will be shared to be reviewed by general counsel.
- OSSE will share a Template for orientation documents
- OSSE will follow up with DOES to determine whether the equal opportunity clause needs to remain in the Data Vault SOP document.

DC Data Vault
Working Group Meeting
Monday, October 29, 2018
2:00 – 4:00 PM
2235 Shannon Place SE, Suite 3031, Washington, DC 20020

Session Notes

Data Vault Working Group Attendees
Andrea Bizzell (DOES)
Peter Blue (DHS)
Kilin Boardman-Schroyer (OSSE)
Noelle Bonham (DOES)
Maria Byrd (UDC)
Leslie Green (DOES)
Anika Holmes (UDC)
Joe Jaroscak (WIC)
Michelle Johnson (OSSE)
Taylor Kenny (DDS-RSA)
Christopher Nace (DDS-RSA)
Melinda Salinas (DOES)
Jonathan Toye (DOES)
Agnes Venson (DHS)
Liz Weiss (DC Council)

I. Introductions
   - Joe Jaroscak welcomed Data Vault Working Group participants and facilitated introductions.

II. Purpose of Services Agreement and Release of Information/Consent Form Equal Opportunity Clause
   - Leslie Green from DOES confirmed that there is no longer a need for the EEO form
   - All partners confirmed that the Purpose of Services Agreement/Release of Information Consent Form has been reviewed by their legal teams and there are no concerns. OSSE will move forward to update this document in the Data Vault

III. Standard Operating Procedure Finalization
   - All partners confirmed that the SOPs could move forward, with the understanding that the last page with all the agency contacts need to be updated

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and that the SOPs will be periodically revisited based on lessons learned from implementation.

IV. Community Catalogue/Orientation Materials Discussion

- General Orientation Slides:
  - There was agreement that the orientation slides would be finalized and then used to supplement existing orientations from agency partners and loaded into the Data Vault.
  - Each participating agency will provide Michelle Johnson and Joe Jaroscak the overview slides for each relevant program by the end of this week (11/2). These slides will also include the script for each slide in the notes section associated with the slide.
  - Michelle Johnson and Joe Jaroscak will reach out to the four different program contacts at DOES to solicit the relevant slides (OYP, AJC, CC/TEP, DCIA).
  - Anika Holmes will also provide the contact information for DC's central translation services so once the orientation slides are complete we can have them translated into Spanish.
  - There was a request for a supplemental flyer that could also provide information about the relevant programs and the core partner co-location schedule.
- Staff cross training on orientation programs:
  - There was agreement that we will begin using the general orientation slides prior to cross training staff but will aim to begin the staff training in January or February. This would not only allow us to move forward with the implementation of the general client orientation sooner but it could also provide useful feedback regarding what are the frequently asked questions that need to be addressed in the detailed staff training.
  - Each participating agency will provide Michelle Johnson and Joe Jaroscak the detailed staff training slides associated with the programs that were included in the general orientation by Wednesday 11/14.
  - There was agreement that the working group should also include a companion desk aid/user guide with the staff training. To get a better sense of what this will look like, Noelle Bonham from DOES and Peter Blue from DHS agreed to provide examples of their desk aids/user guides.

V. Draft Joint MOA Review

- OSSE will send an updated MOA that includes UDC CC as a partner and all partners will review the MOA from the programmatic perspective (no legal review needed at this time) and come ready to discuss it at our next meeting.

VI. Reminders/Updates

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- Upcoming meetings:
  - Thursday, November 29, 2018 from 2:00 PM to 4:00 PM ET, at 2235 Shannon Pl, SE, Suite 3031, Washington, DC. 20020, Suite 3031 (Conference Room 3037)
  - Monday, December 17, from2:00 PM to 4:00 PM ET, at 2235 Shannon Pl, SE, Suite 3031, Washington, DC. 20020, Suite 3031 (Conference Room 3037)

VII. Next Steps

- OSSE will move forward to update the Purpose of Services Agreement and Release of Information/Consent Form document in the Data Vault.
- OSSE will follow up with Data Vault Working Group partners for updates to the SOP Contact list. Joe Jaroscak will circulate the updated list to confirm that the list is correct.
- Data Vault Working Group partners will provide Michelle Johnson and Joe Jaroscak the overview slides for each relevant program by the end of this week (11/2). These slides will also include the script for each slide in the notes section associated with the slide.
- Data Vault Working Group partners will provide Michelle Johnson and Joe Jaroscak the detailed staff training slides associated with the programs that were included in the general orientation by Wednesday 11/14.
- Anika Holmes will connect OSSE with the DC central translation services to facilitate the translation of orientation materials.
- OSSE will send an updated MOA Draft including UDC CC as a partner.
- Data Vault Working Group partners will review the MOA from the programmatic perspective (no legal review needed at this time) and come ready to discuss it at our next meeting.
- Noelle Bonham and Peter Blue will share their desk aids/user guides as examples for potential Data Vault resources.

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DC Data Vault
Working Group Meeting
Thursday, November 29, 2018
2:00 – 4:00 PM
2235 Shannon Place SE, Suite 3031, Washington, DC 20020

Session Notes

Data Vault Working Group Attendees
Andrea Bizzell (DOES)
Kilin Boardman-Schroyer (OSSE)
Leslie Green (DOES)
Anika Holmes (UDC)
Joe Jaroscak (WIC)
Michelle Johnson (OSSE)
Taylor Kenny (DDS-RSA)
Jonathan Toye (DOES)
Agnes Venson (DHS)

I. Welcome and Introductions
   - Michelle Johnson welcomed Data Vault Working Group participants and facilitated introductions.

II. Standard Operating Procedure Contact List
   - The working group reviewed the updated contact list for the Data Vault Standard Operating Procedure document.
   - Working group participants identified items to be edited and updated. OSSE and the WIC will revise the document based on the feedback.

III. Community Catalogue/Orientation Materials Discussion
   - General Orientation
     - Working group members reviewed the compiled general orientation draft PowerPoint presentation.
     - The working group discussed formatting and agreed to increase consistency, while allowing for effective and engaging graphics.
     - Working group members agreed to add scripts for a voiceover to the notes of their program slides.

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- Working group members will submit general orientation revisions and scripts to Joe Jaroscak and Michelle Johnson by COB Thursday, December 13, 2018.
- The working group identified UDC as a potential resource for developing a uniform voiceover for the general orientation presentation.
- OSSE and the WIC will work to draft and verify the content for programs that are not yet included in the draft (DOES-AJC, DOES-DCIA, and UDC-CC).

– Staff Cross Training Materials
  - The working group reviewed the data vault staff cross training presentations developed by OSSE and DOES, to determine the optimal content mix for the interagency resource.
  - The working group recommended that agency cross training presentations include thorough programmatic information and informative illustrations.
  - Working group members will submit cross training slides to Joe Jaroscak and Michelle Johnson by COB Thursday, December 13, 2018.
  - Michelle Johnson and Joe Jaroscak will follow up with partners for sample desk aids to support the development of supplemental resources.

IV. Draft Joint MOA Review
– The working group reviewed the joint MOA from a programmatic perspective.
– Working Group members will share the draft joint MOA with agency teams and be prepared with final programmatic comments for the December meeting.
– Once the joint MOA is finalized from a programmatic standpoint, the working group will engage general counsel representatives and agency data experts for review.

V. Reminders/Updates
– DV Check-in Sessions are held monthly for early DV implementers: OSSE AFE and DOES AJC staff on the 1st Wednesday of each month, 2-3 p.m.
– DV Check-in Sessions are held bi-weekly for new DV implementers: DDS/RSA and DHS staff on the 2nd and 4th Wednesday of each month, 3-4 p.m.
– Upcoming meeting: Monday, December 17, from 2:00 PM to 4:00 PM ET, at 2235 Shannon Pl, SE, Suite 3031, Washington, DC. 20020, Suite 3031 (Conference Room 3037)

VI. Next Steps
– Working group members will submit general orientation revisions and scripts to Joe Jaroscak and Michelle Johnson by COB Thursday, December 13, 2018.
– Working group members will submit cross training slides to Joe Jaroscak and Michelle Johnson by COB Thursday, December 13, 2018.

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- Working Group members will share the draft joint MOA with agency teams and be prepared with final programmatic comments for the December meeting.
  - Michelle Johnson and Joe Jaroscak will follow up with partners for sample desk aids to support the development of supplemental resources.
- Michelle Johnson will share a Data Crosswalk document for agency partners to develop an inventory of potentially available and sharable data elements.

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OFFICE OF THE STATE SUPERINTENDENT OF
EDUCATION

Agency DC Data Vault Staff Leads

For additional information regarding DC Data Vault implementation, contact your agency's contact person as indicated below.

Name of Agency	Agency Director	DC Data Vault Implementation Contact Person		
		Name/Title	Email Address	Phone Number
DOES American Job Centers (AJCs)	Unique Morris-Hughes	Vanessa Weatherington, Associate Director, AJC Operations	Vanessa.weatherington@dc.gov	(202) 698-5135
		Leslie Green, Program Analyst	Leslie.Green@dc.gov	(202) 698-5819
DOES Project Empowerment/Transitional Employment Program (TEP), Career Connections (CC), and Senior Community Services Employment Program (SCSEP)	Unique Morris-Hughes	Parris Perrault, Associate Director, Division of State Initiatives	Parris.Perrault@dc.gov	(202) 698-5616
		Ayesha Upshur, Program Manager	Ayesha.Upshur@dc.gov	(202) 698-4201
DOES Office of Youth Programs (OYP) and Summer Youth Employment Programs (SYEP)	Unique Morris-Hughes	Thennie Freeman, Associate Director, Office of Youth Programs	Thennie.Freeman2@dc.gov	**(202) 741-5871**
		Ashley Williams, Program Manager	Ashley.williams@dc.gov	(202) 671-2768
Department of Human Services, Temporary Assistance to Needy Families (DHS TANF)	Laura Zeilinger	David Ross, Deputy Administrator, ESA, Division of Customer Workforce Employment and Training	David.Ross@dc.gov	(202) 535-1386
		Peter Blue, Supervisory Vocational Development Specialist	Peter.Blue3@dc.gov	(202) 698-2096
		Agnes Venson, Program Manager for Training & Employment	Agnes.Venson@dc.gov	(202) 698-1714
Department on Disability Services/Rehabilitation Services Administration (DDS/RSA)	Andrew Reese	Christopher Nace, Vocational Rehabilitation Program Manager	Christopher.Nace@dc.gov	(202) 527-4968
		Taylor Kenny Vocational Rehabilitation Project Manager	Taylor.kenny@dc.gov	(202) 262-0393
		Mark Agosto Supervisor, Intake and Outreach	Mark.agosto@dc.gov	(202) 257-6698

Office of the State Superintendent of Education, Adult and Family Education (OSSE AFE)	Hanseul Kang	Kilin Boardman-Schroyer, Deputy Asst. Superintendent, PCE	Kilin.boardman-schroyer@dc.gov	(202) 741-0277
		Michelle Johnson State Director, Adult and Family Education	JMichelle.Johnson@dc.gov	(202) 247-6054
		Stacey Downey, Program Analyst	Stacey.Downey@dc.gov	(202) 727-8446
University of the District of Columbia –Community College (UDC-CC)	Ronald Mason, Jr.	Maria Byrd Executive Director, Office of Planning and Institutional Effectiveness	Maria.byrd@udc.edu	(202) 274-6878
		Anika Holmes, Associate Dean, Workforce Development and Lifelong Learning	Anika.Holmes@dc.gov	(202) 274-5888
Workforce Investment Council (WIC)	Ahnna Smith	Joseph Jaroscak, Program Manager	Joseph.jaroscak@dc.gov	(202) 671-1554

DC Data Vault
Working Group Meeting
Monday, May 14, 2018
2:00PM
2235 Shannon Place SE, Suite 3031, Washington, DC 20020

Discussion Notes

Data Vault Working Group Attendees

Srinivas Bheemreddy (DDS)
Peter Blue (DHS)
Noelle Bonham (DOES)
Kilin Boardman-Schroyer (OSSE)
Glenn Cassis (DDS)
Sharice Davis (OSO)
Leslie Green (DOES)
Joe Jaroscak (WIC)
Michelle Johnson (OSSE)
Todd Lang (WIC)
Christopher Nace (DDS)
Diane Pabich (WIC)
Kendrick Snipe (DOES)
Vanessa Weatherington (DOES)

Data Vault Perceptions

1. What are you most interested in the Data Vault doing for your agency/clients?
    - For clients working with other agencies, there will be a record of intakes and the intake process will be simplified based on readily available data.
    - An increase in interagency coordination.
    - Long-term potential for simplification of the intake process, with a vision for an interface between the Data Vault and agency systems.
    - Access to prior assessments and services provided.
    - Irrespective of assessment scores, individuals should be asked if they are interested in receiving services.
    - An orientation component and a catalog for AJC staff to aid in the administration of proper referrals.

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2. Where do you see the Data Vault being most valuable for your agency/clients?
    - Refinement to the data sharing process.
    - The addition of a staff guide/reference document with sample questions that can't be added to the system, but could enhance the intake process.
    - The addition of a second layer of questioning based on the initial answers. For example, if an individual reports a disability, there could be additional questions to determine if the disability acts as an impediment to employment.
    - Virtual training on the data vault and intake process.
    - An expanded understanding and list of disabilities.
    - Coordination of other systems.
    - Ability to leverage and access assessments and tools from sister agencies.
3. What makes you most hesitant about the Data Vault?
    - DOES and DHS still needs to use their systems of record, so at this point the process will not be simplified.
    - Making sure that the messaging is clear that regardless of assessment scores, individuals can receive services.
    - Messaging and information on program and service requirements need to be developed, to ensure that referrals are appropriately placed.
    - Cross-training needs to occur to ensure that the intake process is properly implemented.
    - Can we develop an inventory of accommodations and an orientation reference guide?
    - Include questions that will ensure a proper referral. For instance ensuring that referrals to DDS fit within DDS service requirements.
    - Adding a seventh system to DHS frontline process may be a concern. Will need to develop an understanding of staff assignments on intake process.
    - Need an effective career assessment.
        - Does the tool have capacity to pull from other assessments?

Intake

1. Do you think the general intake should incorporate all questions and information solicited during each agencies' intake process or should it focus on collecting only the common information that is collected by multiple agency partners?

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- Common questions at the top of the intake form and specific questions that are germane to the participating agencies incorporated through the remainder of the intake form.
    - There should be no more than 5 agency-specific questions.
- The intake process should be expanded to capture common demographics: Employment, income, education, history of service, barriers, etc. Agreed upon data elements that are consistent throughout partner agencies.
- Concern was expressed about asking general questions on something that would open the conversation to services that the agency doesn't provide.
    - Suggested solutions included customer tailored intake questions or information about services provided by other agencies.
- Depending on the setting and time available for an intake, the intake form should be tailored to have mandatory and non-mandatory questions, ensuring that not all questions need to be answered in order to save the form.

2. When do you think the general intake form should be administered in the intake process and who should administer it?
    - At the same time we administer the WIOA application.
    - There should be an option for client self-registration prior to the intake.
    - The general intake process could be automated.
    - Videos should be built into the process informing individuals of services that are available. In the video, each agency could give a three minute rundown of initiatives.
    - We need to make sure that the no wrong door effort is incorporated in the data vault.

3. Do you think that the different assessments that are currently built into the DV are the right assessments? Do we need others? Should all clients have to complete all assessments or should they be made available but not mandatory?
    - Participants agreed that this is dependent on how your customer answers the question.

4. Based on the answer to the above question, are there additional questions or prompts that should be included in the general intake form or current questions or prompts that should be deleted?
    - We will need to use the tool to know. We will be able to better answer this question based on beta testing.

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- Each participant will bring up to 5 agency-specific questions to the next meeting to compare with the needs of other agencies and identify any additional common questions that might be missing.
- It's too early to determine what should be removed or added because all agencies aren't completing the tool at this time.

5. How will you incorporate the use of the shared data collected and available through the Data Vault into your intake process? What happens if a client opts-out of data sharing during the intake process (refuses to sign the consent form), should partner agencies still use the DV to schedule assessments and access available programs/resources without making referrals which trigger the sharing of data?
    - We recommend customers and participants have the option to opt out at a given time and would be informed that services would be limited at the time but they could opt in later.

Procedure

1. Do you have any questions about any particular step in the current Data Vault Standard Operating Procedures?
    - At this time we need to review the standard operating procedures to be able to make comprehensive recommendations regarding procedures.
2. Do you recommend moving any of the individual steps forward or backward in the current Data Vault Standard Operating Procedures?
    - Recommend that we revisit.

Roll-out and Implementation

1. How do we train and equip staff not just on how to use the Data Vault but also on the specifics of the resources, programs, and benefits that the Data Vault can connect clients to?
    - We recommend cross training.

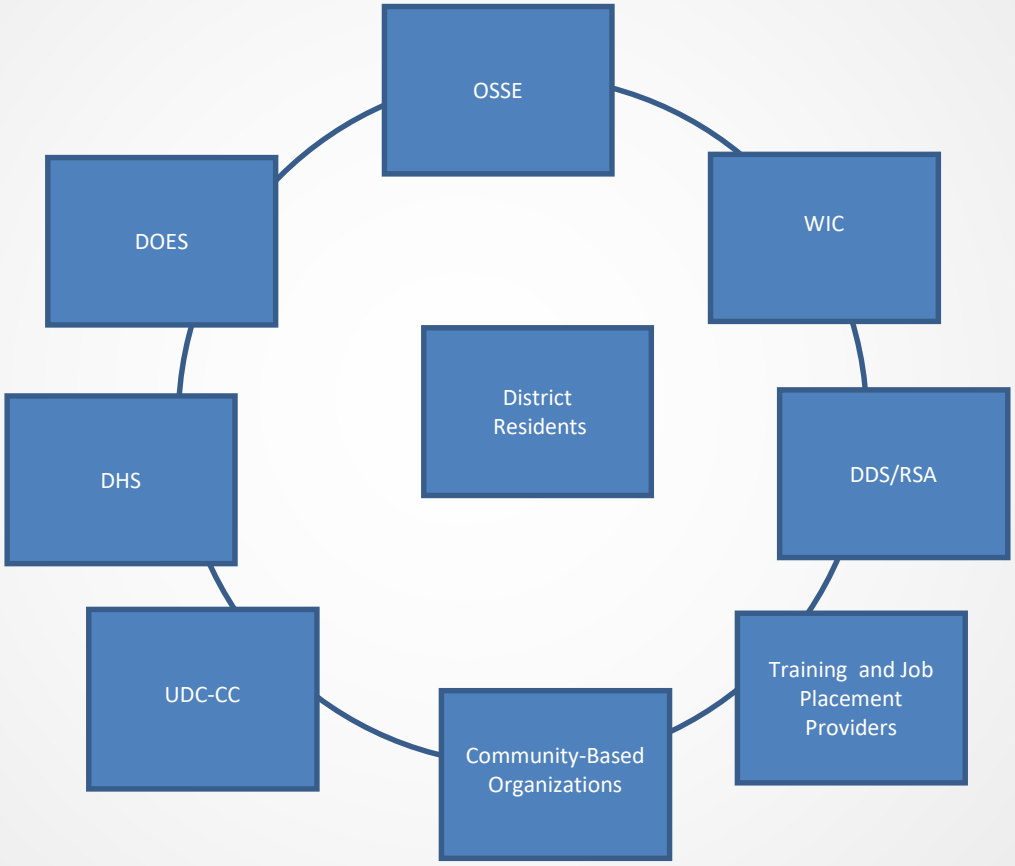
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Conceptual Framework

DC Data Vault

Community-Focused / Customer-Centric

District residents are commonly served by ***multiple DC agencies.***



Every DC agency has a ***unique*** role to serve District residents.

The DC Data Vault helps the District to focus on better serving customers by **dramatically improving interagency collaboration.**

Conceptual Framework (cont.)

The DC Data Vault is designed to:

- Facilitate and track the referral of customers to and from agency partners for assessment, education, training, and other related services;
- Provide access to customer information and notifications to key staff at each relevant partner agency;
- Allow participating staff to upload and maintain customer eligibility documents so that they can be accessed by each partner agency;
- Link District residents to DC Networks to register in the Virtual One Stop, DDS/RSA for vocational rehabilitation and other supportive services, and DHS for public benefits;
- Track customer participation, performance, progress and outcomes across partners; and
- Facilitate cross agency communication, case management and collaboration of services for DC residents.

DC Data Vault Implementation Status

- Currently, the Data Vault is being utilized by OSSE AFE providers and Department of Employment Services American Job Centers.

- Data Vault Refresher Training will be held July 24 through July 26, 2018 for all agencies.

- Department of Disability Services/Rehabilitation Services Administration staff and Department of Human Services staff will begin Data Vault implementation August 3, 2018.

- DOES and WIC workforce training providers, interested adult and alternative DCPS and charter schools, and UDC's Community College will be included in FY 2019.

- To date approximately 3,500 residents have been served by DOES AJC's and OSSE AFE Providers through the Data Vault with over 2,300 clients currently active in the Data Vault.

Benefits to DC Data Vault Users

- Pipeline for potential **customers**.
- Access to intake, assessment and other related information for District **residents** seeking services.
- Access to residency verification/eligibility documents for District residents seeking services.
- Access to Individual Training Accounts available from the Department of Employment Services (DOES).
- Access and links to other integrated education and training, postsecondary education, vocational rehabilitation, public benefits and other supportive programs and services for District residents.
- Ability to track and monitor the referral of District residents to programs and receipt of services.
- Access to **customer** performance, progress and outcome data across multiple agencies.

WORKFORCE INVESTMENT COUNCIL
YOUTH COMMITTEE MEETING MINUTES
May 2, 2017
4:30-6:30pm
Department of Employment Services
4058 Minnesota Ave NE, Washington, DC 20019

I. Call to Order and Introductions

Stacy Smith, Committee Chair, called the meeting to order at 4:46 PM.

MEMBERS PRESENT	MEMBERS ABSENT	GUESTS	WIC STAFF
Stacy Smith Ben Murphy	Robin Anderson Stephen Courtien Angela Franco	Ja'sent Brown Sharice Davis Deborah Harper Martia Huff OJ Mustafa Michael Crandan Daniel Savery Shinor Little Christan Jones Stephanie Campbell Ashley Williams Kevin Turley Mychelle Jackson Tyrone Russ Chimazion Starquill Sydney Hughes Genia Bryant Celia Okoro Amani Richards Kayla Rowles Sidnee Salter Silas Salter Mikayla Sharrieff India Skinner Bria Snell Feather Taylor Laia Turner J'da Tyler	Todd Lang Lauren Scott Crystal Davis

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		Ramani Wilson Zaria Wilson Akwon Staples Elijah Thomas-Bailey Trinity Turner Savoy Whittington	

II. Chairman's Welcome and Comments –Stacy Smith

Committee Chair welcomed members and invited guests, and thanked them for their participation in the meeting and commitment to DC youth. Chairman then offered each person an opportunity to introduce himself.

III. Youth Committee Background– Stacy Smith

- Role of the DC WIC Youth Committee
  - Identify gaps in service
  - Conduct best practice research
  - Make recommendations to full Board
- Strategic Goals and Priorities of the DC WIC Youth Committee
  - Identify gaps in service
  - Conduct best practice research
  - Make recommendations to full Board
- Three activities that the Chairs have identified as focused objectives:
  - Create a number (3) of seats for youth on the committee to be filled through a formal process
  - Conduct a focus group of 20 youth (tentatively for winter break). Youth will be from various agency/organization's participants.
  - Coordinate a professional development activity for youth providers to hear from industry (like the community of practice activities)

IV. Introductions

V. Discussion - How can we support more Districts youth to launch great careers?

- Bring awareness to available programs and services. Several mentioned Facebook, Twitter, Instagram, e-mail, District websites, YouTube videos, hanging posters on Metro trains and buses, and having a speaker come to the schools.

a) Aspirations: we want to learn about your dreams and aspirations. If you could do anything and make a great income doing it, what would you choose to do?

- Entrepreneur
- Fashion designer

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- Athletic trainer
- Lawyer
- Environmental architect
- Hospitality Director
- Flight attendant
- Excelling with H.O.P.E. Project

b) **Needs: What are your top priorities for earning an income? What is more important to you at the moment — finding a job (a short-term employment opportunity that will address your needs now), or developing a career (finding an employment opportunity that will also build toward a long-term career pathway)? What type of position would best suit your needs?**
   - Information distributed within schools
   - Hard to balance work and demands of school work

c) **Barriers: Have you experienced any challenges or barriers as you've attempted to find work and make income? If so, what types of barriers?**
   - Social anxiety – shy, not confident
   - Time management – ability to work and complete homework and participate in after-school activities
   - Financial Problems – transportation, proper clothing
   - Childcare

d) **Support: What helps you to cope with reality of being out of work and out of school? When you think about your aspirations (where you want to go, who you want to become), are there ways that others can help you? If so, what types of help would be most useful? Who or what has most helped you as you've attempted to reach your goals for work and making an income?**

e) **Resource Landscape: Do you know the employment resources available in your community, if any? What has been your experience with local job-training and service organizations? If you could share 1–2 recommendations with the people running programs to help improve their approach, what would they be?**
   - Have more programs for older youth and all year around, not just summer

f) **Transformation: What small changes could we make right now that would connect more youth and young adults with job and entrepreneurship opportunities? What kinds of programs would strengthen the connection between youth and economic opportunities? How would you like to be involved in the design and planning of this new future? Is there anything that we didn't ask about that you think is important to lift up?**
   - Use social media; youth should be paid to spread the word

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- Several expressed interest in being involved in promoting the system and participating on the WIC Youth Committee

VI. Announcements

Creation of Youth Ambassador: There will be three seats on the WIC Board for youth. The ambassadors with participate in site visits and attend board meetings.

VII. Next Steps

- Build Youth Ambassador Framework
- Determine the next meeting date and time

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ECONOMIC AND WORKFORCE (EWA) ALIGNMENT COMMITTEE MEETING

Friday, February 23, 2018
Time: 3:00 p.m.
Conference Call
866-905-1444
Participant: 2941008

AGENDA

- Call to Order EWA Chair Queenie Plater
- Introduction of WIC Executive Director, Todd Lang
- EWA Meeting Minutes January 26, 2018
- ETPL Public Engagement Forum of April 27, 2018 Planning/ Discussion
- Vendor Couse Offering Modification: Cloud based training
- Updates : New Providers Being Added to ETPL since last meeting
    - Prospect College
    - Byte Back
    - UrbanED
- Discussion and Next Steps
    - Next Meeting : Friday, March 23, 2018, a conference call is scheduled

DC Data Vault
Working Group Meeting
Monday, December 17, 2018
2:00 – 4:00 PM
2235 Shannon Place SE, Suite 3031, Washington, DC 20020

Session Notes

Data Vault Working Group Attendees
Peter Blue (DHS)
Kilin Boardman-Schroyer (OSSE)
Leslie Green (DOES)
Anika Holmes (UDC)
Joe Jaroscak (WIC)
Michelle Johnson (OSSE)
Taylor Kenny (DDS-RSA)
Chris Nace (DDS-RSA)
Agnes Venson (DHS)
Pablo Venturino (DOES)

I. Welcome and Introductions
   - Joe Jaroscak welcomed Data Vault Working Group participants and facilitated introductions.

II. Community Catalogue/Orientation Materials Review
   - The working group agreed to update the Data Vault Agency Staff Lead contact list on a quarterly basis.
   - General Orientation
     - Working group members reviewed the updated Data Vault general orientation PowerPoint presentation.
     - The group discussed developing a resource guide for customers, using the contents of the combined presentation.
     - The working group also determined that the general orientation presentation should be condensed and include graphics and images. The OSSE team will work with the OSSE graphics department to address this feedback.
     - Working group members agreed that the general orientation slides should be displayed on partner agency waiting room monitors in the future.
   - Staff Cross-Training Materials

- The working group reviewed the Cross-Training PowerPoint developed by DDS-RSA.
- To date, the working group has reviewed sample Cross-Training PowerPoint Presentations from OSSE, DOES-AJC and DDS/RSA. The working group still needs to review presentations from UDC, DOES-DCIA, DOES-DCCC, DOES-OYP, DOES-Project Empowerment/TEP, and DOES-SCSEP.
- Joe Jaroscak and Michelle Johnson will follow up with individual agencies about what cross-training materials are needed.

– Kilin Boardman-Schroyer noted that OSSE has compiled various resources to support workforce customers and partners on the Career Pathways DC webpage.

III. Sample Desk Aides
- The working group reviewed sample desk aides to identify additional reference materials to support workforce staff and customers.
- The documents included: an EOIS Case Management System Flow Chart, an O*NET My Next Move 2-pager, a RISE Narrative 1-pager, and an E-Jas technical assistance module.
- Working group members noted that the EOIS Case Management System Flow Chart model would be helpful as a staff resource if there was a way to provide more information for each step. They also noted that the O*NET My Next Move 2-pager would be a useful takeaway resource for workforce customers.

IV. Draft Joint MOA Review
- Working group members were asked to share feedback to the MOA via email.
- Please note that there only two references to social security numbers (SSN) in the MOA on pages 21 and 22 in the APPENDIX I - DATA ELEMENTS. Please also note that these references state that SSN may be included if applicable.

V. WIOA Partner Agency Data Systems and Data Elements Crosswalk
- Working group members were asked to submit their data element document via email.

VI. Reminders/Updates
- Upcoming meeting: Thursday, February 7, 2019 from 2:00 PM to 4:00 PM ET, at 2235 Shannon Pl, SE, Suite 3031, Washington, DC. 20020.
- Upcoming meeting: Thursday, March 14, 2019 from 2:00 PM to 4:00 PM ET, at 2235 Shannon Pl, SE, Suite 3031, Washington, DC. 20020.
- Upcoming meeting: Thursday April 11, 2019 from 2:00 PM to 4:00 PM ET, at 2235 Shannon Pl, SE, Suite 3031, Washington, DC. 20020.

VII. Next Steps

- The OSSE team will work with the OSSE graphics department to revise the General Orientation PowerPoint and draft the initial copy of the program booklet. Once completed, the PowerPoint will be disseminated to partners for review and to identify gaps in information.
- Data Vault work group members will submit cross-training PowerPoint presentations (for UDC, DOES-DCIA, DOES-DCCC, DOES-OYP, DOES-Project Empowerment/TEP, and DOES-SCSEP) by COB Friday, January 18, 2019.
- Data Vault work group members will submit **programmatic feedback** on the joint MOA by COB Friday, January 18, 2019.
- Data Vault work group members will submit input on the WIOA Partner Agency Data Systems and Data Elements Crosswalk document by COB Friday, January 18, 2019.

DC WIC Youth Committee Meeting
January 10, 2018
9:30am-11:00am
2235 Shannon Place SE, Suite 3031
Washington, DC 20020

Agenda

1. Welcome and Introductions
2. Recap November Committee Meeting
3. Discussion: Building cultural awareness and promoting inclusion among providers
    a. *Problem, solution, goals, priorities, and partners*
4. Presentation: Carnegie Academy for Science Education and DC STEM Network
5. Next Steps
    a. Planning for Next Meeting
    b. Other

DC WIC Youth Committee Meeting
March 20, 2018
1:00pm-2:30pm
2235 Shannon Place SE, Suite 3031
Washington, DC 20020

Agenda

1. Welcome and Introductions
2. Recap January Committee Meeting
3. Announcements (recent wins, upcoming events, etc.)
    - One-Stop Operator
    - DOES
    - OSSE
    - DDS
    - DHS
    - UDC-CC
    - Job Corp
    - Youth Build
    - Other
4. Discussion: Building cultural awareness and promoting inclusion among providers
    - Led by DDS and LAYC
5. Presentation: Job Corps
6. Next Steps
    - Planning for Next Meeting
    - Other

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DC WIC Youth Committee Meeting
May 2, 2018
4:30pm-6:30pm
4058 Minnesota Ave NE, Washington, DC 20019

Agenda

1. Welcome, Introductions, and Goal for the Meeting
2. Recap March Committee Meeting
3. Announcements (program performance, recent wins, upcoming events, etc.)
    - One-Stop Operator
    - DOES
    - OSSE
    - DDS
    - DHS
    - UDC-CC
    - Job Corp
    - Youth Build
    - Other
4. Discussion: How can we support more District youth to launch great careers?
5. Next Steps
    - Planning for Next Meeting
    - Other

DC WIC Youth Committee Meeting
July 25, 2018
1:00pm-2:30pm
2235 Shannon Place SE, Suite 3031
Washington, DC 20020

Agenda

1. Welcome and Introductions
2. May Committee Meeting Recap
3. Announcements (recent wins, upcoming events, etc.)
    - One-Stop Operator
    - DOES
    - OSSE
    - DDS
    - DHS
    - UDC-CC
    - Job Corp
    - Youth Build
    - Other
4. Presentation: Youth Focus Groups (report out)
    - Led by Community Foundation and DC Alliance of Youth Advocates
5. Presentation: Application for Youth to Participate on DC WIC Youth Committee
6. Next Steps
    - Planning for Next Meeting
    - Other

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DC WIC Youth Committee Meeting
November 7, 2018
1:00pm-2:30pm
2235 Shannon Place SE, Suite 3031
Washington, DC 20020

Agenda

1. Welcome and Introductions
2. July Committee Meeting Recap
3. Announcements (recent wins, upcoming events, etc.)
    - One-Stop Operator
    - DOES
    - OSSE
    - DDS
    - DHS
    - UDC-CC
    - Job Corp
    - Youth Build
    - Other
4. Discussion: Year in review
    - Stacy Smith present HUD Jobs Plus project
    - Lauren Scott present U.S. Mayor's Workforce Development Executive Bootcamp Capstone project on the DC WIC Youth Committee
5. Discussion: Goals/activities for 2019
6. Next Steps
    - Planning for Next Meeting
    - Other

WORKFORCE INVESTMENT COUNCIL
YOUTH COMMITTEE MEETING MINUTES
May 2, 2017
4:30-6:30pm
Department of Employment Services
4058 Minnesota Ave NE, Washington, DC 20019

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		Ramani Wilson Zaria Wilson Akwon Staples Elijah Thomas-Bailey Trinity Turner Savoy Whittington	

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Committee Chair welcomed members and invited guests, and thanked them for their participation in the meeting and commitment to DC youth. Chairman then offered each person an opportunity to introduce himself.

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  - Identify gaps in service
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- Strategic Goals and Priorities of the DC WIC Youth Committee
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  - Conduct a focus group of 20 youth (tentatively for winter break). Youth will be from various agency/organization's participants.
  - Coordinate a professional development activity for youth providers to hear from industry (like the community of practice activities)

IV. Introductions

V. Discussion - How can we support more Districts youth to launch great careers?

- Bring awareness to available programs and services. Several mentioned Facebook, Twitter, Instagram, e-mail, District websites, YouTube videos, hanging posters on Metro trains and buses, and having a speaker come to the schools.

a) Aspirations: we want to learn about your dreams and aspirations. If you could do anything and make a great income doing it, what would you choose to do?

- Entrepreneur
- Fashion designer

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- Athletic trainer
- Lawyer
- Environmental architect
- Hospitality Director
- Flight attendant
- Excelling with H.O.P.E. Project

b) Needs: What are your top priorities for earning an income? What is more important to you at the moment — finding a job (a short-term employment opportunity that will address your needs now), or developing a career (finding an employment opportunity that will also build toward a long-term career pathway)? What type of position would best suit your needs?

- Information distributed within schools
- Hard to balance work and demands of school work

c) Barriers: Have you experienced any challenges or barriers as you've attempted to find work and make income? If so, what types of barriers?

- Social anxiety – shy, not confident
- Time management – ability to work and complete homework and participate in after-school activities
- Financial Problems – transportation, proper clothing
- Childcare

d) Support: What helps you to cope with reality of being out of work and out of school? When you think about your aspirations (where you want to go, who you want to become), are there ways that others can help you? If so, what types of help would be most useful? Who or what has most helped you as you've attempted to reach your goals for work and making an income?

Insert answer

e) Resource Landscape: Do you know the employment resources available in your community, if any? What has been your experience with local job-training and service organizations? If you could share 1–2 recommendations with the people running programs to help improve their approach, what would they be?

- Have more programs for older youth and all year around, not just summer

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VII. Next Steps

- Build Youth Ambassador Framework
- Determine the next meeting date and time

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WIC Committees and Membership

The WIC board has five established committees which enable the WIC to become more vibrant and effective, and empower members to take on greater leadership roles in the District's workforce system.

Executive Committee: Recommending the bylaws and rules of procedure of the WIC; assisting in the development of WIC meeting agendas; making emergency or time-sensitive decisions between regular full WIC meetings; and providing guidance and recommendations to the WIC in the areas of strategic planning, legislation, operations and other areas.
Antwanye Ford, Enlighten, Inc. (WIC Board Chairman & Committee Chairman)
Vacant (Co-Chair)
Steven Boney, WMATA
Michael Maxwell, Pepco
Thomas Penny, Donohoe Hospitality Services
Angela Franco, DC Health Benefit Exchange Authority

Employment Services Committee: Focused on the administration of District specific programming and service delivery (including American Job Centers, Career Pathways Taskforce, Workforce Intermediary, One Stop Operations) and employment-related outcomes.
Darryl Wiggins, DigiDoc, Inc. (Chairman)
Solomon Keene, Hotel Association of Washington (Co-Chair)
Unique Morris-Hughes, DOES
Elizabeth DeBarros, DC Building Industry Association
Andy Reese, DDS
Laura Zeilinger, DHS
Korey Gray, DC Water
Tony Summers, UDC

Economic & Workforce Alignment Committee: Focused on WIOA performance, state/local policy, Labor Market Information, Demand Occupation List evaluation, and coordination of the Eligible Training Provider List.
Latara Harris, AT&T (Chair)
Vacant (Co-Chair)
Queenie Plater, Johns Hopkins
Antoinette Mitchell, OSSE
Tony Cancelosi, Columbia Lighthouse for the Blind
Nathan Smith, Allied Barton
Kathleen McKirchy, AFL-CIO
Brian Kenner, DMPED

Youth Committee: Responsible for providing information to the WIC relating to the provision of services to youth and for assisting with planning, operational, and other issued relating to the provision of services to youth.
Lauren Scott, WIC Staff (Liaison)
Stacy Smith, Hyatt (Chairman)
Vacant (Co-Chair)
Robin Anderson, Giant
Stephen Courtien, Community Hub for Construction Employment
Ben Murphy, Greater Washington Community Foundation

Implementation Committee: Serve as a workforce intermediary to help assure, as informed through monitoring, reporting, and guidance, that the work of the WIC is translated into action by agencies, partners, and others who have a role in advancing the District's efforts to improve workforce system performance and outcomes. Serves a sounding board for new workforce system initiatives and to make recommendations to the WIC regarding such initiatives.	**Industry**
Joe Andronaco, Access Green (Chairman)	Construction
Vacant (Co-Chair)	Small and Local Business
Cedric Hendricks, CSOSA*	Returning Citizens
Vacant Seat*	Human Resources/Federal Gov't
Charles Thornton*	Returning Citizens
Joslyn Williams*	Labor
Marcellus Williams, Limbic Systems*	Information Technology

* Appointed

WIC Board Committee Goals and Priorities

Executive Committee Goals

1. **Ensuring transparency for the Board on ALL key issues, no rubberstamping**
    a. DOL reports; OSO updates; Program Performance (dashboards); ED search
2. **Engage top management of the business community to ensure success of program graduates**
    a. Focus on culture, retention, hiring
    b. Overcome cultural barriers
        i. Not everyone has to conform to white aesthetic/culture
3. **Removing barriers that prevent people from finding/keeping jobs**
    a. Ensure accessing resources is seamless
    b. Ensure there are no barriers keeping people from getting or retaining jobs that they deserve to stay in

Next Steps:

- Educating top management in becoming more open, welcoming, conscious, and culturally competent
- They do not want to lose the culture of the city because individuals do not feel welcome
    - They explain this is occurring due to racial and generational barriers
    - They discuss the disabled community and the stigmas that the community faces; many employers feel that individuals with disabilities may not be able to perform at the same level as someone without a disability. They want to address this stigma.
        - They explain that leadership should be taking advantage of this community's strengths
        - They want to find research that shows the benefits of individuals with disabilities and their productivity levels

Employment Services Committee Goals

1. **Develop an ecosystem that creates linkages**
    a. DHS, DOES, Businesses, Chambers, Unions, and Industry Associations; Core Programs; Services; People
    b. Data dashboard
    c. Educate Employers
    d. Re-brand the One-Stop centers
        i. They explain there is an image problem; most employers in the district feel that they will not get the resources they require by going to the one-stop center for candidates
        ii. They want to create an ecosystem that has highly skilled individuals, and want the unemployment candidate to use the one-stop centers to connect with employers
2. **Create Access**
    a. Leverage partnerships with DHS; TANF and SNAP; Community College Partnerships; Mobile Unit DOES
3. **Strategic Goals**
    a. Increase access; alignment; reporting; actionable data metrics

When thinking of developing an ecosystem, the committee asked, 'How do we create these linkages?' They decided it was through:

- Process
- Technology
- Ecosystem
- Businesses engaged with the workforce system

Next Steps:

- Learning more about the one-stop centers understanding what is and what is not working
    - They are meeting with the one-stop operator in October of 2017
- They want to survey employers that do/do not use the one-stop center and understand why they do/do not use the services
- They want to unify the WIC and speak with chambers and unions (in hopes it leads to a higher rate of return)

Economic and Workforce Alignment Committee Goals

1. **Increase access to impactful and effective training**
    a. Identify barriers that training providers have
        i. Some are challenged with the time it takes to get people in the door
    b. Focus on industry training
2. **Increase business engagement**
    a. Market
    b. Utilize the infrastructure academy
    c. Identify other industries
3. **Increase knowledge to labor market information**
4. **Increase training providers**

Next Steps:

- Some of the data needs are pervasive throughout the system. They want to target training individuals and entities like community colleges. In addition, they want to focus on targeted outreach.
- They want to identify other barriers, and address these
- Employers shared that they have had the outcome where employees cannot "cut the carrots." The DC WIC wants to ensure that qualified candidates are getting employed.
    - More so, they want to know, 'How do we attract employers back that have been burned from the one-stop?'

Youth Committee Goals

1. **Prepare youth for work by increasing soft skills, career pathways, and other life skills**
    a. Create standards and data
    b. Involve the community colleges
        i. They want to help teach the curriculum because they feel it will help create a better employee
2. **Incentivize companies to work with youth including apprenticeships and mentoring**
    a. Train the youth correctly and efficiently
        i. Youth often do not know how to appropriately dress or communicate well
        ii. They often do not possess soft skills (looking people in the eye, resolving conflict, etc)
    b. Engage mentors for the youth
        i. They explain that the WIC needs to do a better job with mentorships. This can be done through OJT money, apprenticeship programs
        ii. They need to engage in more outreach to businesses to act as mentors
    c. Create internships and on-the-job training opportunities
3. **Build cultural awareness and promote inclusion among providers and job seekers**
    a. Establish effective language and management of customers
        i. They believe strongly that this will be effective in positively impacting the youth
    b. Overcome intergenerational and cultural mismatches
        i. This applies to children with disabilities, as well. They have not been integrated into the system, and they emphasis that they cannot let people with disabilities be excluded.
        ii. In addition, company culture plays a major role. Companies have their own culture, but they ask how a partnership can be created to provide employees that are able to be flexible to working environments.
    c. Engage and provide support systems (SYEP)

Next Steps:

- Engage mentors
- Engage grassroots in terms of standards/data for youth (they are currently unaware what is out there; they want to spend money on successful programs and formalize something that allows kids to feel a part of the community)