



WIC EXECUTIVE DIRECTOR'S REPORT UPDATES FOR THE BOARD

Updated as of January 17, 2020

I. WIC Staff Updates

Suzanne Towns has joined the WIC team as Deputy Director. Suzanne has significant workforce development system management experience at the local, state, and national levels. Brian Wood has joined the WIC team to support the WIC's training and career pathways work, including management of the Eligible Training Provider program. Aaron Everhart joined the WIC through the Capital City Fellows program. He joins the team with a strong legal background and will primarily be focused on analyzing business services and workforce system operations.

II. DC Workforce Innovation and Opportunity Act (WIOA) State Plan

WIC staff and the WIOA State Plan Steering Committee (Deputy Mayor Paul Kihn, Steven Boney, Unique Morris-Hughes, Laura Zeilinger, Andy Reese, representatives from The Lab@DC and the Office of the City Administrator) will present an update on the Plan to the Board at the January 27, 2020 WIC Board meeting. This will be an opportunity to provide feedback and discuss and approve next steps towards finalizing the Plan. In addition to input from the Board at the September 20, 2019 Board Retreat and October 21, 2019 Board meeting, WIC staff and our contractors held seven stakeholder engagement sessions that included job seekers, community-based organizations, training providers, labor, businesses, and other stakeholders. Additionally, several discussions and meetings were held with agency partner staff and the WIOA State Plan Steering Committee. Please review the following attachments ahead of the Board meeting:

- **Appendix A:** Draft Goals and Strategies for the Plan
- **Appendix B:** Stakeholder Engagement Details and Engagement Summary
- **Appendix C:** Updated Timeline

III. Workforce Development System Expenditure Guide

Based on feedback from participating agencies, stakeholders, and staff from the Committee on Labor and Workforce Development, WIC staff spent significant time





in late 2019 improving the data collection and reporting process for the next iteration of the Expenditure Guide. In addition to engaging all Deputy Mayor clusters and conducting an assessment of workforce development efforts throughout District government, WIC staff have held individual meetings with agencies to clarify which and whether programs and initiatives in their organizations will need to be captured in the upcoming report. Additionally, WIC staff made extensive improvements to our data collection tools and guidance, including:

- Updating the Quickbase application to capture data more accurately;
- Developing a comprehensive guidance document to support data input and reduce manual entry errors; and
- Creating an opportunity for agencies to submit non-WIOA measures that capture data and outcomes from their programs.

IV. FY2020 Pilot Programs

WIC staff has identified potential opportunities to support innovative pilots in the IT and Healthcare sectors, as recommended by the Board on a November 15, 2019 call regarding the use of FY20 funds to support training and sector strategies.

Notes from the November call can be found in **Appendix D**. WIC staff would like to recommend the following two pilot opportunities:

- Supporting UDC Community College to support a partnership with Generation to deliver the [AWS re/Start](#) training program targeting opportunity youth. This program includes credential attainment and assisted job placement; the model also becomes self-sustaining through investments from employers.
- Piloting a blended learning medical assistant/billing and coding training program delivered in partnership with United Medical Center and/or the DC Department of Human Services.

Additionally, during the November call, the Board supported WIC staff's recommendation that some of the FY20 funds be used to support WIC's ability to guide and implement career pathways and sector strategies initiatives. The Board will have the opportunity to discuss and provide direction on the pilots and potential investments to support sector strategy work at the upcoming January Board meeting.

V. Career Pathways Task Force and Business Engagement Landscape Analysis

The Career Pathways Task Force Strategic Plan has been completed and shared with the Task Force ahead of an upcoming meeting in February. The “ideas for action” captured in the Plan are being reviewed and used to inform and support the development of the WIOA State Plan. In addition, the Career Pathway Maps for construction, healthcare, and hospitality have been finalized. These will serve as a resource to inform prioritization and development of strategies to expand pathway opportunities for residents. At the upcoming meeting, WIC staff will discuss with the Task Force how its work can best align with support for implementation and monitoring of the WIOA State Plan as it is finalized and over the next four years of its implementation. The following documents have been attached:

- **Appendix E:** The Career Pathways Task Force Strategic Plan
- **Appendix F:** Career Pathway Maps (final 3)

In collaboration with Maher and Maher, whose contract has been extended through April 2020 at no additional cost, the WIC is completing a landscape assessment to identify and map the various efforts led by District agencies to engage business in support of workforce development training. More than 10 District agencies were engaged and completed a data collection tool and participated in interviews to ensure information was captured about their capacity, programs, targeted sectors and businesses, and timelines of their engagement.

The collected data will be included in a report completed by Maher and Maher that summarizes all of the information and identifies opportunities for enhanced collaboration and alignment. This information will be shared with the Board and used to develop a recommendation for improved coordination of business engagement across the workforce system.

VI. Eligible Training Provider List (ETPL)

The WIC continues to work with DOES to strengthen and improve the current ETPL program to ensure consistent and uniform communication, timeliness, data requests, and overall support for providers and residents. WIC and DOES are also reviewing recently released guidance from USDOL (TEGL NO. 8-19) to ensure DC’s policies related to ETPL eligibility and provider performance are in compliance.



During a call with the Education and Workforce Alignment (EWA) Committee on November 13, 2019, WIC staff provided updates regarding current ETPL provider performance. Several providers have seen decreases in their customer credential attainment performance outcomes in the past year. WIC held a meeting in early November with providers to identify challenges and recommend additional supports to the program. WIC and DOES are working to support the development of corrective action plans, and WIC staff will continue to engage the EWA committee to review and provide direction to support this work.

To provide technical assistance to providers, clarify expectations, and engage providers and agency partners on program improvements, WIC will hold another ETPL meeting in early February. Additionally, the WIC is in the preliminary stages of conducting an environmental scan with an emphasis on current District-wide training offerings, training capacity, and industry needs. This work will inform the development of a structure for regular outreach and engagement with the training and apprenticeship community.

VII. Workforce Board Best Practices Outreach

The WIC has prioritized clarifying and refreshing its role in the District of Columbia's workforce development system. Throughout late 2019 and into 2020, and with support from the National Association of Workforce Boards (NAWB), WIC staff and Board members have engaged with other state and local workforce boards to better understand their organizations, structures, and best practices that may be relevant to the WIC; some of this information has been presented to the ad hoc Vision Committee, and additional information will be shared at the upcoming Board meeting. To date, WIC staff have visited or had calls with the following workforce organizations to better understand their structure, operations, and function, and how their practices might inform our work:

- The Colorado Workforce Development Council
- The Governor's Workforce Development Board (Maryland)
- The Virginia Economic Development Partnership
- Anne Arundel (Maryland) Workforce Development Corporation
- Prince George's (Maryland) Workforce Development Board
- Baltimore (Maryland) Workforce Development Board
- The Regional Workforce Council of Arlington and Alexandria (Virginia)
- The Seattle-King County Workforce Development Council (Washington)



- The Spokane Workforce Council (Washington)

Best practices identified during the calls and visits will inform recommendations for continuing to build DC WIC capacity, improve AJC workforce system operations, and the One State Operator scope and role in the next solicitation and contracting cycle.

VIII. Ad Hoc Vision Committee

The ad hoc Vision Committee, established by Board Chair Antwanye Ford following the 2019 WIC Board retreat, led by Thomas Penny and comprised of Board members Tony Cancelosi, Unique Morris-Hughes, Ben Murphy, Laura Zeilinger, and Nathan Smith, met twice in recent months. A summary of their discussions can be found in **Appendix G**. The group identified its charge and areas of focus, and reviewed information from other jurisdictions.

The Committee will meet again in February to discuss the recent visit to Washington State and technical assistance provided by Spokane's and Seattle's workforce boards. Their discussions have been incorporated in the development of strategies and content of the WIOA State Plan and the ad Committee will draft a summary of reflections to be shared with the full Board, including recommendations regarding updates to the Mayor's Order establishing the WIC and the solicitation requirements for the One Stop Operator.

IX. One-Stop Operator

The One-Stop Operator has welcomed two additional staff members. **Deborah Russell** has assumed the role of Data Policy Manager and **Kieran Lorenz** has joined the team as Community Partner Coordinator. Both join the One-Stop Operator with an enthusiasm to collaborate, a wealth of knowledge of the District landscape, and an eagerness to provide improvements to the workforce system.

In addition to building capacity with new staff members and continuing to develop and support training and coordination across American Job Center (AJC) partners, WIC staff has been completing research and an assessment of the current contract, to provide the ad hoc Vision Committee and the Board to inform a recommendation for the next solicitation of a One Stop Operator. The board will have the opportunity to learn more about the progress made at the upcoming January Board meeting.



X. FY 20 Budget Priorities

The table provided in **Appendix H** provides updates to budget priorities shared with the Board ahead of the October Board meeting.

XI. Career and Technical Education (CTE) State Plan

In the spring of 2020, the Office of the State Superintendent of Education (OSSE) must submit a State Plan to the US Department of Education that outlines the District's CTE strategy for secondary and postsecondary programs receiving Carl D. Perkins funds. The plan was developed by OSSE in coordination with a diverse group of stakeholders and is currently available for public comment (found [here](#)) until January 26, 2020. The new CTE State Plan sets a bold vision for college and career programs across the District. Throughout the planning process, OSSE engaged stakeholders to:

- Develop 42 comprehensive programs of study;
- Create 107 industry-validated sets of course-level standards;
- Plan a rapid expansion of work-based learning opportunities for students;
- Identify Industry Recognized Credentials and/or college credit associated with each program of study; and
- Expand and/or build Industry Advisory Boards across all 16 career sectors in the city.

WIOA STATE PLAN STRATEGIES - FINAL RECOMMENDATIONS

Goal 1: Enhance System Alignment: District workforce development, education and social services providers will collaborate to deliver coordinated and effective services.

1.1-The District’s workforce development, education and social services system providers (including CBO’s) will develop a process and necessary tools to assess, refer, and serve individuals based on their own goals, readiness, and needs.

1.2 - Foster environment of collaboration through cross-training staff (across the system).

Goal 2: Improve Community Access to Workforce and Education Services: All District residents - including people with disabilities, individuals with multiple barriers to employment and the underemployed – will have improved access to jobs, education, training, career information and support services necessary to move forward in their career pathway.

2.1-The District will develop business-driven career pathways maps for high-demand occupations and industries sectors within and around the local area to provide jobseekers including information on the knowledge, skills, competencies, and credentials required to secure initial employment and progress in their selected careers, as well as information on how to access relevant career, education, training, and support services providers.

2.2-The District will provide access to programs and services through additional means, including satellite locations and virtual platforms.

2.3-Ensure residents receive appropriate case management, career navigation, and support services to remediate barriers and ensure their movement along the pathway.

Goal 3: Expand the Talent Pool for Businesses: The District’s business community can access a broader pool of District talent with the skills necessary to meet their needs and advance within their organizations, emphasizing critical business sectors and career pathways.

3.1-Conduct an inventory of how local workforce development entities, educational institutions, social service agencies, community-based organizations, and education and training providers market and deliver their business services and programs to identify common policies, processes, and tools for delivering services to the AJC’s business customers.

3.2-Increase the capacity to provide quality work-based learning opportunities and business-driven training options, including apprenticeship, on-the-job training, customized training for

businesses with significant hiring needs that responds quickly to demand.

Goal 4: Improve Youth Services: Youth will have increased access to a coordinated education and workforce system that provides the services and support needed to prepare them for postsecondary educational success, employment and long-term career advancement.

4.1-Provide K-12 youth with career development activities and paid work-based training opportunities (e.g., apprenticeships, internships, etc.) so that they can become aware of different occupational opportunities and their related educational and skill requirements, and connecting the activities to year-round services and supports.

4.2-Develop services that promote postsecondary education (e.g., scholarships, dual credit courses, etc.) so that youth can more easily transition from K-12 to higher education.

4.3-Maintain the focused attention and resources on engaging opportunity youth (youth 16 to 24 who are neither in-school nor employed).

Goal 5: Increase Performance and Accountability: The WIC will establish, measure and regularly report progress in meeting realistic quantitative and qualitative performance goals for the District's workforce and education system.

5.1-Develop and implement common customer (jobseeker and employer) experience and satisfaction surveys to be delivered across relevant workforce system agencies, to be captured and reported to the WIC on a quarterly basis.

5.2-Create standardized report cards on service providers across the workforce system to facilitate informed customer choices.

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Appendix B: WIOA State Plan Stakeholder Engagement Details & Summary

Audience	Host/Partner	Date and location	Attendees
Adult Literacy	So Others Might Eat (SOME)	Tuesday, October 22, 2019, 9:30 a.m. to 11:30 a.m. SOME Center for Employment Training 4430 Benning Road NE, Washington, DC 20019	14
Homeless Individuals	Community Foundation/ Interagency Council on Homelessness	Wednesday, October 23, 2019, 10 a.m. to 12 p.m. Human Rights Campaign 1640 Rhode Island Ave NW	25
Organized Labor	Kathleen McKirchy (Board Member)	Tuesday, November 12, 2019, 10 a.m. to 12 p.m. AFL-CIO, 815 16th Street NW, DC. 6th floor	9
Returning Citizens	Mayor's Office of Returning Citizens	Tuesday, November 12, 2019, 1 p.m. to 3 p.m. Martha's Table, 2204 Martin Luther King Jr Ave SE	15
Support Services	N/A	Wednesday, November 13, 2019, 5:30 p.m. to 7:30 p.m. Anacostia Arts Center, 1231 Good Hope Rd SE, Washington, DC 20020	7
Youth	N/A	Thursday, November 14, 2019, 5:30 p.m. to 7:30 p.m. KIPP DC College Prep, 1405 Brentwood Parkway NE, Washington DC 20002	12
Language Access	MOAPIA, MOLA and MOAA	Friday, November 15, 2019, 1 p.m. to 3 p.m. 441 4 th St NW, Washington, DC 20001, Room 1114	5

The WIC facilitated seven community engagement sessions throughout the District with 87 individuals and advocates on behalf of individuals experiencing homelessness, returning citizens, individuals with low literacy and limited English language skills, organized labor, providers of youth services and supportive services.



In each session we:

- Reviewed the WIOA strategic planning process and the WIC’s vision and goals;
- Shared up-to-date data on the District’s economy, workforce needs and demographics;
- Asked what we were doing best as a workforce development/education/social services system, including public agencies and CBO’s, that could be expanded;
- Asked where the gaps and challenges were from the perspective of a job seeker, a youth and an employer and what could we could do as a community to increase the effectiveness of our services;
- Asked how we could best benchmark progress.

Similar challenges were raised again and again:

- The District has many excellent providers of workforce, educational, and social services—including government agencies and CBO’s—however, no one can navigate the welter of services; providers repeatedly said they didn’t know where to refer participants for services.
- We lack a common way to appropriately assess, refer and jointly serve individuals who have varying degrees of job readiness. This is a particularly large problem for individuals with serious barriers to employment who need a variety of services from several different workforce development, education and social services agencies and CBO’s. It’s also a problem for employers who are often sent job seekers who do not match their job requirements.
- Employers do not have a simple, coordinated way to connect to a talent pool of work-ready job seekers or to arrange for a skills upgrade for their incumbent employees.
- We also lack a comprehensive report card showing which services are most effective for which individuals and businesses.

This feedback was provided to the WIOA State Plan Steering Committee for their review.

Appendix C: Updated WIOA State Plan Timeline

#	Tasks/Activities	Start Date	End Date
1.	Development Project Development Plan <ul style="list-style-type: none"> Review federal guidance Review prior iterations of State Plan Determine roles of project team members and make assignments Develop timeline for key project activities and deliverables Determine information needed from partners Identify goals and objectives of DC WIC leadership for 2020-2023 State Plan Determine roles WIC role in process Develop stakeholder and engagement process 	08/12/19	10/02/19
2.	Identify Required Project Resources <ul style="list-style-type: none"> Data Reports Other Intelligence 	09/09/19	10/01/19
3.	Conduct Data Analysis	09/01/19	10/15/19
4.	Project Leadership Summit on Plan Development <ul style="list-style-type: none"> Finalization of Project Development Plan Decisions of relevance/utility of content from previous iterations of 4-year plan (2016 and 2018) to 2020-2023 State Plan 	10/01/19	10/02/19
5.	Stakeholder and Community Engagement	10/15/19	11/15/19
	Meetings with WIC leaders, core partners, system partners and other stakeholders <ul style="list-style-type: none"> Review content and data requirements and information provided by core partner agencies 	10/15/19	10/31/19
	Community Forums <ul style="list-style-type: none"> These sessions will present baseline information on workforce issues that represent key Plan content. Structured discussions with community and business groups will be facilitated by project consultants 	10/15/19	11/15/19
6.	Additional Intelligence Gathering (If needed) <ul style="list-style-type: none"> Conduct survey on workforce development priorities of businesses Conduct survey of workforce system users (job seekers and businesses) Review results of similar completed surveys that may exist 	10/07/19	11/08/19

7.	Review of Other Pertinent Resource Materials <ul style="list-style-type: none"> Career Pathways Strategic Plan Partner programs plans Other reports and plans affecting workforce development, education and economic development within the District 	09/30/19	12/15/19
8.	Project Leadership Meeting on Aggregate Data Collected <ul style="list-style-type: none"> Review of information collected Decisions on pertinence and use of data Agree on Narrative Development Plan 	11/19/19	11/19/19
9.	Development of draft Plan Narrative	11/20/19	01/07/20
10.	Internal Draft Completed and Comments Due	01/08/20	1/15/20 1/17/20
11.	Steering Committee and Agency Review of Final Draft	01/21/20 1/24/20	01/27/20 1/30/20
12.	Kairos revisions based on Steering Committee Review	1/31/20	2/3/20
13.	Concurrent Exec Committee and Mayor Review	2/3/20	2/24/20
14.	Kairos revisions based on Steering Committee Review	2/24/20	2/25/20
15.	Exec Committee Meet to Approve Final Draft of Plan		2/25/20
16.	30-Day 21-Day Public Comment Period	01/31/20 2/26/20	02/29/20 3/18/20
	Address Comments Received	03/01/20 3/19/20	03/04/20 3/20/20
	District Comments and Approvals	03/04/20	03/22/20
	Provide Plan to Deputy Mayor and agency Directors for comment	03/04/20	03/10/20
	Submit Public Comment Attachment to Mayor for review	03/12/20 3/20/20	03/17/20 3/27/20
	Submit Plan to Council for review	03/18/20 3/20/20	03/28/20 3/30/20
	Plan Submission	03/30/20	03/30/20 3/31/20



Appendix D: Board Call Notes 11.15.19

Board Call re: FY20 WIC Grant Funds 11/15/19

Attendees

Joe Andronaco	Elissa Silverman
Erin Bibo	Daniel Savery
Steve Boney	Stacy Smith
Tony Cancelosi	Tony Summers
Korey Gray	Vanessa Weatherington
Paul Kihn	Liz Weiss
Geoff King (on behalf of Laura Zeilinger)	Darryl Wiggins
Kathleen McKirchy	Jasmine Illa (staff)
Antoinette Mitchell	Ahnna Smith (staff)
Unique Morris-Hughes	Bridgette Royster (staff)

Key Points

The goal of the call was for the Board to advise on the direction of the WIC's ~\$600k* in local funding for grant making.

Three options were discussed, and Option 3 was identified by the majority of Board members as the preferred path forward.

- Option 1 = fund direct training (similar to FY19 grant)
- Option 2 = fund supports for career pathways and/or sector strategies (i.e., establish office or engage third party to develop industry council(s) or sector-specific tools and resources)
- **Option 3 = fund both direct training (in a targeted gap and sector(s); healthcare and advanced IT courses were identified on the call) and system-wide supports for pathways/sector strategies**

Next Steps:

- WIC staff will organize meeting with CM Silverman and interested Board members (and others) to discuss needs and potential FY20 opportunities to support healthcare pathway work and/or training.
- We will also look to work OSSE's done in early learning sector to upskill and expand pipeline of early childhood educators.
- WIC staff will share out additional recommendations and considerations in the next weeks for Board to consider for Option 3. Goal is final decision and plan before end of December.

Other FYI:

- The ad hoc Vision Committee will drive development of recommendations for Board on new One Stop Operator solicitation. **Visits to Spokane (WA) and Anne Arundel (MD) are being organized; please email Ahnna if you would like to participate.**
- Based on feedback from providers, CBOs, and workforce system agency partners, WIC will pilot 4-6 “Workforce Summit” days in 2020 to bring greater structure to internal agency coordination and to create opportunities for bringing together stakeholders across sectors. Keep an eye out for more information and calendar holds. *We hope that some of our Board committee work could also take place along this schedule.*
- The WIOA State Plan Steering Committee will send more information out to the full Board in mid-December to review, ahead of the vote on the plan in January. Please keep an eye out.

Call Notes

Questions about FY19 grant outcomes:

- Wage levels for those who got employed?
- Per person cost estimated at = \$15,838 per participant
 - Kathleen = high in her view; hard to judge whether that makes sense given that we're not looking at wage data
- How will we measure retention for this 1-yr program?

Steve Boney

- Preference is Option 1 = direct training
- Would also support marketing of training of services to business

Vanessa

- Preference is WIC use funds for technical assistance for ETPL vendors, community of practice
 - Work provided beyond WIC and DOES
 - Focus on helping them serve individuals experiencing barriers to employment

Joe

- Supports digging deeper into training; hardest thing is keeping the job
 - Executive function; allow folks to prosper
 - Was encouraged by results from last year
- Supportive of doing grants again
- Also believes we should support technical assistance/training
- Infrastructure piece concerns him = seems like a never-ending effort (he doesn't understand it; not tangible to him and he worries about it)

Paul

- If we were to do something that was direct training PLUS infrastructure, is there a piece that is most supportive of us being successful with training?

- Ahnna shared: yes, example of 4 FTE initially staffing the Tech Talent Pipeline (industry council established in NYC in their small business office; these individuals are both government employees and 501c3 employees and have been able to seek and bring in philanthropic and private sector funding to expand to 17 FTE. Their role is to be primary source of information to support government agencies and private sector focused on tech pipeline (i.e., quality control/data on providers, identify and pilot new initiatives).
- Also, could consider engaging third party to establish industry-advised list of high-demand occupations with corresponding data on the credentials, competencies, skills needed (create backbone for pathway mapping in an industry like health care or hospitality, similar to the work Greater Washington Partnership is doing in IT).

Elissa

- She referenced WIC staff's thoughts that there is redundancy in giving WIC funds directly to providers; as opposed to being used to strengthen the system
 - Reluctant to fund training if that's the case
- Role of WIC is to have bigger vision--pilot things that are difficult for other agencies to do
- \$800k from committee of whole
 - \$300k from CM Trayon White to support higher-level IT training
 - \$500k for sector partnerships
- In IT--there's nothing to get to the next step
 - Nothing once that entry level training is done
 - FOCUS ON UPSKILLING??
 - PILOT GAP-FILLING?
- Biggest private sector industry is healthcare; biggest employer
 - Jobs are in hospitals, healthcare, home health aides
- WIC could be key strategic partner on healthcare = how do we really create a strategic pathway in healthcare; where are entry level points?

Tony

- Have 3 schools of nursing (Trinity and Catholic, UDC-CC)
 - Graduating nurses every year
 - Three large hospitals in the area
 - Healthcare presents a major opportunity

Unique

- Agrees with what was previously shared
- CM White was thinking of direct training for IT that was above and beyond A+ and CompTIA certification
 - Desire to support CBOs east of river or others to provide training
- Idea of using \$\$ for BOTH training and infrastructure supports
- Infrastructure for ETPLs
 - If we don't shore up their TA, we'll be in a really challenging position with DOL

Darryl

- If we are able to get to A+ and C++ and .net certification = goes a long way to translate these certifications into jobs
- The jump is not just IT training, but some specific certification that's delivered
- CM Silverman alluded to what they're doing in healthcare
 - His biggest areas for growth are healthcare IT (need to develop people who can understand things assoc with healthcare and baseline technology)

Joe

- If there's already training that addresses these four sectors effectively, there's no need to replicate--however, from sector/direct training perspective, we could look at something more high-level that looks at
- How do we focus on retention and upskilling?

Antoinette

- Would be remiss if didn't mention Data Vault (as we discuss infrastructure)
- Support that could help providers = would link them to gov agencies

Tony

- Would ask that we look at connectivity between training programs

Erin

- Questions that would be helpful:
 - As we speak of duplicative training, what opportunities actually exist and who is providing them?
 - 19 providers funding training = what about resources to support the staff hours for all those programs?
 - Seems like there's a lot of staff hours that goes into grant management

Unique

- DOES has been doing a community of practice for providers (3rd year)
 - Soup to nuts for training providers; working to double down on quality
 - Right question for Board to consider: Who is helping to do this work overall? Infrastructure and technical assistance is important work.

Paul

- Some work done in a critical area to ensure money is spent well
- Echo CM Silverman's suggestion about using WIC funding to do gap-filling and innovation in a way that we could transfer to other programs that have larger program funding available

Liz

- One thing that they care a lot about in healthcare: need for real pathway into more entry level jobs (like home health aides), as well as a way for those folks to move up into nursing
 - How do we help them move up?



- There's a lot of turnover but not in a positive direction = may want to focus on that

Elissa

- Additional clarity: Mayor has initiative of aging in place and we have funded in other agencies = concept of "villages"
 - Support older residents living in their homes
 - Create age-friendly city
 - Issue is home healthcare aides is essential
 - Some of the hardest physical/mental work; some of the lowest-paying work in the city
 - Many of these folks are immigrants or people who want to get into healthcare field, but no way to get them to RN program
 - Capitol Hill Village
 - How do we create a pathway? Need is growing
 - Seen as a dead end job
 - Can we look at remote learning? Make sure people can do work toward RN degree while they're on the job?

Joe

- Does Capitol Hill Village have new ED?
 - Biggest village we have in city; there are 7 throughout the city

Steve

- Hope this addresses need for Board input on this kind of topic; good forum

District of Columbia
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ADULT CAREER PATHWAYS



Adult Career Pathways: Ideas for Action



*Ensuring All District Residents
have Access to Sustainable
Employment and Economic
Independence through
Integrated Education, Training,
and Career Services*

1/15/2020

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Adult Career Pathways Task Force Members

Raymond Bell, HOPE Project

Kimberly Brown, DC Central Kitchen

Brian Campbell, Department of Human Services

Alberto Marino, WMATA

Antoinette Mitchell, Office of the State Superintendent of Education

Katherine Novinski, District of Columbia Public Schools

Diane Pabich, Workforce Investment Council

David Quick, DC Public Library

Richelle Russell, Deputy Mayor for Education

Melodi Sampson, Public Charter School Board

Nathan Smith, Allied Universal Security

Barrington Toliver, Potomac Job Corps

Vanessa Weatherington, Department of Employment Services

Ricky Wright, Department on Disability Services

EXECUTIVE SUMMARY

The District of Columbia is a vibrant, diverse city with a long history of acting as a catalyst for social change in the country. As the capital of our nation and the seat of the Federal government, the District is a community full of highly educated and talented residents. In the District, 57 percent of people 25 years or older have bachelors, masters, professional school or doctorate degrees, whereas the national average is 31 percent. This number is in stark contrast to the over 68,000 adults in the District who do not have a high school diploma or its equivalent. A 2014 report by DC Appleseed points out that an even higher number of residents lack the basic literacy, numeracy, problem-solving, and digital skills necessary to be successful in occupational training, educational, or workplace settings. The DC Council and other District leaders recognized this problem and in 2014 created an Adult Career Pathways Task Force to examine, plan, lead, and implement a career pathways system specifically for adults in the District. The Task Force, made up of workforce development and education leaders and experts in the District, views this as an extraordinary opportunity to impact the change in our community that is necessary to reach these 68,000-plus residents and connect them to pathways for opportunity.

The Adult Career Pathways Task Force published a strategic plan in 2015 as a tool to move our workforce development system, adult basic skills programs, and human service entities into a more cohesive community. This strategic plan has been updated in 2019 to reflect the new direction of the adult career pathways work in the District, and highlights revisions to the vision, mission, guiding principles, and focus areas of the plan. While the Adult Career Pathways Task Force is still providing guidance for and input on this work, this strategic plan puts partners' work around adult career pathways in the broader context of the District's workforce system as a whole, focusing on the vision and strategies for further implementation of pathways for adult residents. It is envisioned that this plan will serve as the broader direction and foundation for more detailed work plans and implementation plans, which will be developed in collaboration with District workforce system partners.

Strategic Plan Thematic Areas

The Adult Career Pathways Strategic Plan includes goals and tactics that are organized around the following four thematic areas, which have been established as priorities for District workforce system partners:

- ★ Sector Partnership Expansion and Sector Strategy Implementation: Expansion of partnerships among industry representatives and District workforce system stakeholders and expanded utilization of labor market information and related data to drive the development and implementation of relevant strategies.
- ★ Pathway Performance Monitoring and Continuous Improvement: Advanced coordination of District workforce system partners around industry sector strategies and quality adult career pathways; regular review and assessment of sector and pathway strategies for relevance; and adjustment of education and training strategies to ensure relevance and quality.
- ★ Partner Alignment and Capacity Building: Continued focus on inter-agency alignment and coordination around industry sector partnerships, sector strategies, and adult career pathways; strengthened community outreach to ensure awareness of available resources; and supporting capacity building and technical assistance efforts for workforce system stakeholders.
- ★ Address Barriers to Employment along Sector Pathways: Development and implementation of strategies to address District residents' barriers to employment and career and educational advancement; implementation of expanded and longer-term supports and wrap-around services for District residents; collaboration with industry and employer representatives to address hiring and advancement barriers for District residents; and funding of evidence-based programs and practices that can assist District residents enter into and advance along career pathways.

INTRODUCTION

Adult Career Pathways Approach

Strong industry sector partnerships, and the sector strategies prioritized by those partnerships, are the foundation for career pathways.

Sector partnerships are sustained collaborations among multiple employers in targeted industry sectors, who provide input and direction on their pressing workforce needs and challenges. These partnerships

inform workforce, education, and service provider communities, who execute on strategies identified by industry partners to address needs and challenges. In many cases, career pathways are an example of a priority industry sector strategy pursued by sector partnerships.

A career pathways system is made up of connected networks of education and training programs that build upon one another to help a person enter and advance in his/her career in an industry. Pathways are business-defined, business-driven, and aligned to the skill needs of targeted industry sectors, and are explicitly focused on helping people more easily and quickly enter and advance in their careers and achieve long-term economic stability.

Defining features of career pathways include:

- ★ They connect and articulate the full range of K-12, adult education, post-secondary, and other education and training, with seamless transitions between “levels” and no “dead ends”;
- ★ They have multiple on- and off-ramps to make it easy for individuals to start, stop, and re-enter education and training;
- ★ They embed “stackable” industry-recognized credentials;
- ★ They make work a central context for learning, through on-the-job training, Registered Apprenticeship, work-based internships and mentorships, and other avenues;
- ★ They accelerate educational and career advancement through assessment of prior learning and experience, integrated “basic” education and technical training, and other strategies; and
- ★ They provide integrated supports like education and career coaching and advising and wrap-around services like childcare and transportation assistance, especially at education and career transition points.

Put simply, career pathways connect the career opportunities in an industry, entry-level to advanced, through integrated education, training, and related programming, to help individuals grow their skills, advance in an industry, and attain economic stability.

Background

The DC WIC serves as the District’s state and local workforce board, which has oversight of federal workforce funding and programming. The 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. The WIC convenes and leads system stakeholders to ensure workforce programs and initiatives align with business needs.

History of the DC Adult Career Pathways Task Force

The DC Adult Career Pathways Task Force was established by Mayor’s order 2014-232 on October 9, 2014 with the stated purpose of developing and implementing a city-wide strategic plan to connect District-based adult basic skills programs with career pathways. Since its establishment, the WIC has managed the DC Adult Career Pathways Task Force and convened partners on a quarterly basis to provide guidance on the development of career pathways and other sector-based strategies. Since the publication of the original

Adult Career Pathways Strategic Plan, the WIC and the Task Force have worked to ensure workforce system alignment and establish pathways to the middle class for District residents. The process of updating the WIC's Adult Career Pathways Strategic Plan has provided an opportunity to build on the progress made in the implementation of the original plan.

Adult Career Pathways Work to Date (WIC)

Since 2014, the WIC has led the DC Adult Career Pathways Task Force's efforts, which include:

- ★ Publication and implementation of the Adult Career Pathways Strategic Plan.
- ★ Alignment of partners in the adult career pathways system.
- ★ Mapping of services to determine capacity and availability of education and training programs relevant to adult career pathways.
- ★ Development of recommended participant outcomes and career pathway implementation measures.
- ★ Establishment of the Career Pathways Community of Practice to expand capacity of adult basic education and occupational training providers through training and professional development.
- ★ Administration of OSSE-WIC Grants to link sector-based initiatives with adult basic education training.
- ★ Development of industry-informed adult career pathways and sector strategies, including development of career pathway maps for the information technology and business administration, infrastructure and transportation, and security and law enforcement industries, in collaboration with industry leaders.

Plan Development Process

The Workforce Investment Council began the effort of revising the existing strategic plan in 2018, with assistance from consultants from Maher & Maher, a change management and workforce development consulting firm. This document was developed through the following process:

- ★ **October 2018:** During the October meeting of the Adult Career Pathways Task Force, the WIC announced updates to the strategic plan were in process, and requested initial feedback on revised priorities, strategies, and focus areas. The WIC began working on a framework for the updated Strategic Plan.
- ★ **January 2019:** At the January meeting of the Task Force, the WIC provided an overview of the strategic planning process. Task Force members discussed the original plan's framework and potential updates. Strategies and action items for revisions to the strategic plan were scheduled for further development at the April Task Force meeting.
- ★ **April 2019:** During the April meeting of the Task Force, the WIC revisited proposed changes to the strategic plan that had been identified in previous meetings, and provided opportunity for feedback and further suggested changes. Task Force members worked in small groups to draft goals for the career pathways work, as well as tactics for reaching the goals. The Maher & Maher team began working on a draft strategic plan that incorporated this feedback from the Task Force members.
- ★ **July 2019:** Task Force members reviewed and provided feedback on the first draft of the revised strategic plan.
- ★ **August-September 2019:** The first draft of the strategic plan was revised based on feedback received from the Task Force and the WIC.
- ★ **October-January 2020:** The strategic plan was finalized.

STRATEGIC PLAN

Vision

Ensuring that all District residents, in particular low-literacy learners, achieve sustainable employment and long-term economic stability through integrated education, training, and career services.

Mission

The Adult Career Pathways mission is to ensure that every adult learner, particularly low-literacy learners, in the District obtains a job associated with a career pathway that enables them to advance in their career goals and achieve long-term economic security.

Guiding Principles

- ★ **Access and navigability:** Adult learners of all levels are able to access career pathways and make progress along each step of the pathway through easily navigable on- and off-ramps.
- ★ **System and partner alignment:** District government agencies and service providers align their programs, policies, operations, and funding to enable the creation of a career pathway system and sector career pathways.
- ★ **Industry and business leadership:** Each sector career pathway is industry-led and has strong direct connections to the labor market and partnerships with the business community.
- ★ **Quality programming and technical assistance:** Each career pathway program provides high quality academic and occupational programming supported by a strong system of technical assistance to pathway partners and professional development for adult educators and program staff.
- ★ **Integrated supports:** Career pathways include integrated wrap-around supports, such as childcare, transportation, housing, and mental health/substance abuse assistance, to assist learners with persisting and succeeding in educational and career advancement.
- ★ **Evaluation and continuous improvement:** Career pathway system partners create and evaluate measures of success for pathway system implementation and participant outcomes.

Strategic Plan Focus Areas

- ★ Sector Partnership Implementation
- ★ Pathway Performance Monitoring and Continuous Improvement
- ★ Partner Alignment and Capacity Building
- ★ Address Barriers to Employment along Sector Pathways

Goals and Tactics

■ Focus Area 1:

Sector Partnership Expansion and Sector Strategy Implementation

- 1.** In each of the District's six targeted industry sectors, formalize and expand industry sector partnerships among business partners, District agencies, education and training providers, and professional organizations.
 - 1.1. Identify, leverage, and integrate existing industry partnerships and sector strategy efforts.
 - 1.2. Identify and engage new partners to participate in sector partnerships and sector strategies development and implementation.
 - 1.3. Use formalized industry sector partnerships to regularly assess current and emerging workforce needs and design and implement sector-focused strategies to address those needs.
 - 1.4. Leverage sector partnerships to ensure adult basic education and technical skills training curricula support access to and opportunities in career pathways in the WIC's high-demand sectors.

- 2.** Expand the WIC's capacity to use labor market information (LMI) and related data to stay abreast of industry and occupational trends, drive development and refinement of industry sector strategies, and assess progress against established goals and strategies.
 - 2.1. Establish the WIC as the convener of partners in the workforce system using data on needs and trends in targeted industry sectors to drive decision making.
 - 2.2. Using data, develop and implement policies, processes, and approaches to address employers' barriers to hiring District residents and thus increase opportunities for residents.
 - 2.2.1. Have the WIC research strategies and best practices for enhancing industry sector employers' engagement and participation around hiring and advancing District residents.
 - 2.2.2. Pursue opportunities for fostering alignment among WIOA Core Partners to mitigate barriers for sector employers and increase opportunity for District residents.
 - 2.3. Conduct regular data analysis to track current and emerging industry and occupational dynamics and trends.
 - 2.4. Use data/data analysis to establish metrics for the measurement of achievement against established sector strategies and position workforce system partners to adjust strategies to respond to changing needs.

Focus Area 2:

Pathway Performance Monitoring and Continuous Improvement

- 1.** Advance alignment and coordination of workforce system partners around quality career pathways and sector strategies as the shared “way of doing business”.
 - 1.1. Share information and resources such as the career pathway maps and a career pathways development “blueprint” guide to foster system partner alignment and collaboration around sector strategies and career pathways and support partners’ planning, decision-making, and investments around pathway and sector strategies.
- 2.** Engage sector partners to review career pathway maps and sector strategies on a periodic basis to ensure their continuing relevance to identified industry workforce and occupational needs.
 - 2.1. Keep pathway maps and strategies current based on gap analysis, partner feedback, industry changes, performance data (e.g. PMF, Perkins, WIOA), and other inputs.
 - 2.1.1. Develop and implement a formal review and feedback-gathering process among industry and other sector partners to assess the effectiveness of career pathway maps and strategies and alignment with industry needs over time.
 - 2.1.2. Adjust and update career pathway maps and strategies as needed for continuing relevance and impact based upon the results of the review and feedback-gathering process.
- 3.** Review and adjust education and training strategies as necessary to ensure consistency, quality, and relevance to industry career pathway needs over time.
 - 3.1. Work with system education and training partners to ensure that District residents can access programming for pathways in a “no wrong door” manner, regardless of their point of entry into the pathway or where in the workforce system they seek to access education and training.
 - 3.2. Compile and share sector and pathway best practices and successful approaches with workforce system partners for replication and scaling and to support continuous improvement and innovation in the system.

Focus Area 3:

Partner Alignment and Capacity Building

- 1.** Enhance inter-agency alignment to ensure that agency approaches to sector partnerships, sector strategies, and career pathways are fully coordinated and aligned with a systematic strategy.
 - 1.1.** Establish and implement a shared approach to sector partnerships, sector strategies, and career pathways across workforce system partners to support alignment of roles and activities.
 - 1.1.1.** Draw on best practices from other jurisdictions, as well as District-specific needs, in developing the shared approach.
 - 1.1.2.** Define each system partners' roles, strengths, and contributions in relation to the shared approach.
 - 1.2.** Develop shared definitions, goals, and metrics related to sector strategies and career pathways that are informed by data on industry and customer needs and program outcomes.
 - 1.2.1.** Convene a diverse stakeholder group (customers, agencies, clergy, providers, schools, etc.) to set goals and identify common terms (e.g. "high-demand" and "career pathway").
 - 1.2.2.** Create and implement a plan for regular reporting out on goals, progress, and outcomes to foster accountability and knowledge sharing.
- 2.** Strengthen community outreach on programs to ensure awareness among District residents of available workforce and career pathways resources.
 - 2.1.** Continue and expand the development and implementation of a coordinated communications strategy that is underway. Leverage the Data Vault and One-Stop Operator activities to support this strategy.
 - 2.1.1.** Complete needs assessment of customers' needs and barriers to program awareness and selection.
 - 2.1.2.** Expand ability of community-based partners to communicate messages and share information about available career pathway opportunities and related education, training, and other services (e.g. DPR, ANCs, and law enforcement).
- 3.** Continue and expand efforts to coordinate sector-focused partner initiatives and related communications to businesses in target sectors.
 - 3.1.** Ensure clear and consistent messaging and communications across partners.
 - 3.2.** Coordinate efforts across initiatives to minimize employer "fatigue" and maximize benefits to the businesses in target industry sectors.
- 4.** Strengthen workforce system partner program quality by expanding capacity around sector partnerships, sector strategies, and career pathways through a variety of technical assistance approaches and tools, including the Career Pathways Community of Practice.
 - 4.1.** Develop a common understanding of capacity building needs among workforce partners and implement strategies to address identified needs.
 - 4.1.1.** Conduct an assessment of the capacity-building needs of workforce system partners.
 - 4.1.2.** Develop and implement a set of high-impact capacity-building investments and activities related to sector partnerships and strategies and career pathways.

Focus Area 4:

Address Barriers to Employment along Sector Pathways

- 1.** Develop strategies to address barriers to employment.
 - 1.1. Document and share information about common employability and advancement challenges for District residents/populations.
 - 1.2. Leverage the Data Vault and other appropriate tools and strategies to maximize workforce systems partners' ability to assess District residents' barriers to employment, make helpful and customer-friendly referrals, and help residents get the services needed to address those barriers.
 - 1.3. Utilize sector partnerships to identify opportunities for low-income District workers, incumbent workers, and the "hard-to-employ".
 - 1.4. Align and enhance efforts among workforce system partners to share information about opportunities in career pathways and available services and resources with District residents.
 - 1.5. Promote partnerships between education and training providers and workforce organizations that work with low-income District workers, incumbent workers, and the "hard-to-employ."
 - 1.6. Increase integration of basic skills remediation with career-specific content.
 - 1.7. Design programs/curricula that are informed by best practices and expertise (e.g. poverty-informed, financial capabilities, integrated/contextualized instruction, etc.).
 - 1.7.1. Cultivate relationships with colleges and other experts to learn about evidence-based practices and ensure that funding is directed toward promising programs/strategies.
 - 1.8. Eliminate program redundancies.
- 2.** Provide enhanced, ongoing, and long-term support for the District's new and incumbent workers to assist them in advancing along career pathways. Implement strategies to ensure that the most vulnerable District residents receive the housing, childcare, transportation, public benefits/income support, and mental health/substance abuse services needed to access and advance along pathways.
- 3.** Work with employers in target industry sectors to address cultural/perception challenges that make them reluctant to hire certain District resident populations and to open up additional career opportunities for residents with barriers to employment.
- 4.** Fund evidence-based programs and practices shown to assist individuals, particularly those with barriers to employment, enter into and advance along career pathways.
 - 4.1. Identify best practices across country.
 - 4.2. Identify focus areas based on existing programs and other local models.
- 5.** Establish consistent and diversified funding from government and businesses that acknowledges best practices.
 - 5.1. Continue and expand efforts to diversify funding sources, e.g. District agencies releasing jointly funded, multi-agency RFP/RFAs.
 - 5.2. Engage key stakeholders in conversations about funding priorities, limitations, mandates, and innovative approaches to using local, private, and federal funding.

CONCLUSION

Since 2015, District workforce and education system partners have made significant progress in building relationships with target industry representatives to understand workforce needs and opportunities, mapping career pathways that include a range of opportunities for District residents, and aligning workforce training and education to support career pathway access and advancement. These accomplishments provide a critical foundation and strong momentum for District partners' continuing and expanded efforts to support the implementation of industry-driven career pathways. This 2019 Adult Career Pathways Strategic Plan revision both builds off the progress made over the prior four years and emphasizes opportunities for further innovation and continuous improvement. Robust collaboration among District workforce and education organizations and with industry sector partners around the strategic plan vision and goals will ensure that adult career pathway strategies advance opportunity for DC residents and employers.



Food and Beverage: Culinary

General and Operations Managers

- Bachelor's degree
- \$30-139 per hour; \$63-290k per year

Food Service Managers

- High school diploma or equivalent
- \$10-50 per hour; \$20-104k per year

Chefs and Head Cooks

- High school diploma or equivalent
- \$16-43 per hour; \$33-90k per year

First-Line Supervisors of Food Preparation and Serving Workers

- High school diploma or equivalent
- \$12-32 per hour; \$24-66k per year

Restaurant Cooks

- No formal educational credential
- \$11-21 per hour; \$22-43k per year

Short-Order Cooks

- No formal educational credential
- \$10-16 per hour; \$20-33k per year

Fast Food Cooks

- No formal educational credential
- \$9-15 per hour; \$19-31k per year

Food Preparation and Serving Workers

- No formal educational credential
- \$9-16 per hour; \$18-33k per year

Hospitality Career Pathway

Data source: Emsi labor market data
 (<https://www.economicmodeling.com/data/>)

Food and Beverage: Front of House

General and Operations Managers

- Bachelor's degree
- \$30-139 per hour; \$63-290k per year

Food Service Managers

- High school diploma or equivalent
- \$10-50 per hour; \$20-104k per year

First-Line Supervisors of Food Preparation and Serving Workers

- High school diploma or equivalent
- \$12-32 per hour; \$24-66k per year

Hosts and Hostesses

- No formal educational credential
- \$9-16 per hour; \$18-33k per year

Bartenders

- No formal educational credential
- \$10-28 per hour; \$20-58k per year

Waiters and Waitresses

- No formal educational credential
- \$8-21 per hour; \$17-45k per year

Cashiers

- No formal educational credential
- \$8-16 per hour; \$17-33k per year

Dining Room Attendants and Bartender Helpers

- No formal educational credential
- \$10-22 per hour; \$20-45k per year

Dishwashers

- No formal educational credential
- \$10-16 per hour; \$20-34 per year

For additional information on the occupations in this pathway, click the hyperlinked occupational titles to visit O*NET OnLine. Note that the education requirements provided are typical but may vary, and additional industry- or occupation-specific training may be required. Note also that hourly and annual wage range data provided are typical but may vary.

 = High Demand



Hospitality Career Pathway

*Data source: Emsi labor market data
(<https://www.economicmodeling.com/data/>)*

Guest Services

General and Operations Managers

- Bachelor's degree
- \$30-139 per hour; \$63-290k per year

Lodging Managers

- High school diploma or equivalent
- \$16-78 per hour; \$33-162k per year

First-Line Supervisors of Office and Administrative Support Workers

- High school diploma or equivalent
- \$19-51 per hour; \$39-106k per year

Guest Services Desk Clerks

- High school diploma or equivalent
- \$10-21 per hour; \$21-43k per year

Baggage Porters and Bellhops

- High school diploma or equivalent
- \$11-20 per hour; \$22-42k per year

Housekeeping

General and Operations Managers

- Bachelor's degree
- \$30-139 per hour; \$63-290k per year

Lodging Managers

- High school diploma or equivalent
- \$16-78 per hour; \$33-162k per year

First-Line Supervisors of Housekeeping and Janitorial Workers

- High school diploma or equivalent
- \$13-34 per hour; \$28-72k per year

Maids and Housekeeping Cleaners

- No formal educational credential
- \$9-23 per hour; \$18-48k per year

Laundry and Dry-Cleaning Workers

- No formal educational credential
- \$10-20 per hour; \$20-42k per year

Maintenance

General and Operations Managers

- Bachelor's degree
- \$30-139 per hour; \$63-290k per year

First-Line Supervisors of Mechanics, Installers, and Repairers

- High school diploma or equivalent
- \$20-53 per hour; \$42-111k per year

General Maintenance and Repair Workers

- High school diploma or equivalent
- \$14-34 per hour; \$29-71k per year

Janitors and Cleaners

- No formal educational credential
- \$10-21 per hour; \$21-43k per year

For additional information on the occupations in this pathway, click the hyperlinked occupational titles to visit O*NET OnLine. Note that the education requirements provided are typical but may vary, and additional industry- or occupation-specific training may be required. Note also that hourly and annual wage range data provided are typical but may vary.

 = High Demand



Nursing

Physician Assistants

- Master's degree
- \$32-74 per hour; \$66-154k per year

Nurse Practitioners

- Master's degree
- \$39-69 per hour; \$82-144k per year

Registered Nurses

- Bachelor's degree
- \$26-52 per hour; \$54-109k per year

Licensed Practical and Vocational Nurses

- Postsecondary non-degree award
- \$19-32 per hour; \$40-67k per year

Paramedics and Emergency Medical Technicians

- Postsecondary non-degree award
- \$15-35 per hour; \$31-73k per year

Medical Assistants

- Postsecondary non-degree award
- \$14-26 per hour; \$28-54k per year

Nursing Assistants

- Postsecondary non-degree award
- \$11-20 per hour; \$23-42k per year

Home Health Aides

- High school diploma or equivalent
- \$10-16 per hour; \$21-33k per year

Personal Care Aides

- High school diploma or equivalent
- \$9-17 per hour; \$20-35k per year

Healthcare Career Pathway

Data source: Emsi labor market data
 (<https://www.economicmodeling.com/data/>)

Diagnostic

Diagnostic Medical Sonographers

- Associate's degree
- \$27-50 per hour; \$57-104k per year

Magnetic Resonance Imaging Technologists

- Associate's degree
- \$25-50 per hour; \$52-105k per year

Cardiovascular Technologists and Technicians

- Associate's degree
- \$15-47 per hour; \$31-97k per year

Radiologic Technologists

- Associate's degree
- \$25-47 per hour; \$51-99k per year

Clinical Laboratory Technologists and Technicians

- Associate's degree
- \$16-41 per hour; \$34-87k per year

Phlebotomists

- Postsecondary non-degree award
- \$15-25 per hour; \$31-52k per year

For additional information on the occupations in this pathway, click the hyperlinked occupational titles to visit O*NET OnLine. Note that the education requirements provided are typical but may vary, and additional industry- or occupation-specific training may be required. Note also that hourly and annual wage range data provided are typical but may vary.

 = High Demand



Health Support

Medical and Health Services Managers

- Bachelor's degree
- \$37-98 per hour; \$77-205k per year

Healthcare Social Workers

- Master's degree
- \$20-44 per hour; \$41-92k per year

Health Educators

- Bachelor's degree
- \$19-65 per hour; \$40-134k per year

Dietitians and Nutritionists

- Bachelor's degree
- \$18-46 per hour; \$37-95k per year

Dietetic Technicians

- Associate's degree
- \$12-23 per hour; \$24-48k per year

Food Servers (non-restaurant)

- No formal educational credential
- \$10-18 per hour; \$20-37k per year

Orderlies/Transport Technicians

- High school diploma or equivalent
- \$11-19 per hour; \$22-39k per year

Healthcare Career Pathway

*Data source: Emsi labor market data
(<https://www.economicmodeling.com/data/>)*

Health Informatics

Medical and Health Services Managers

- Bachelor's degree
- \$37-98 per hour; \$77-205k per year

Financial Managers

- Bachelor's degree
- \$50-158 per hour; \$104-329k per year

First-Line Supervisors of Office and Administrative Support Workers

- High school diploma or equivalent
- \$19-51 per hour; \$39-106k per year

Medical Records and Health Information Technicians

- Postsecondary non-degree award
- \$13-35 per hour; \$28-74k per year

Billing and Posting Clerks

- High school diploma or equivalent
- \$15-35 per hour; \$30-72k per year

Medical Secretaries

- High school diploma or equivalent
- \$13-28 per hour; \$28-59k per year

Secretaries and Administrative Assistants

- High school diploma or equivalent
- \$13-32 per hour; \$28-66k per year

Medical Transcriptionists

- Postsecondary non-degree award
- \$10-29 per hour; \$21-60k per year

Receptionists and Information Clerks

- High school diploma or equivalent
- \$10-23 per hour; \$21-48k per year

For additional information on the occupations in this pathway, click the hyperlinked occupational titles to visit O*NET OnLine. Note that the education requirements provided are typical but may vary, and additional industry- or occupation-specific training may be required. Note also that hourly and annual wage range data provided are typical but may vary.

 = High Demand



Construction Career Pathway

Data source: Emsi labor market data
 (https://www.economicmodeling.com/data/)

Construction

Construction Managers

- Bachelor's degree
- \$15-77 per hour; \$30-160k per year

Construction Project Managers

- Bachelor's degree
- \$26-89 per hour; \$54-186k per year

Construction Foremen/Superintendents

- Bachelor's degree
- \$26-89 per hour; \$54-186k per year

First-Line Supervisors of Construction Trades Workers

- High school diploma or equivalent
- \$21-56 per hour; \$45-116k per year

Construction Trades Workers (multiple occupations)

- High school diploma or equivalent
- \$16-47 per hour; \$33-98k per year

Construction Helpers (multiple occupations)

- High school diploma or equivalent
- \$11-24 per hour; \$23-50k per year

Construction Laborers

- No formal educational credential
- \$10-26 per hour; \$21-55k per year

Design and Pre-Construction

Architectural and Engineering Managers

- Bachelor's degree
- \$57-115 per hour; \$118-240k per year

Architects

- Bachelor's degree
- \$25-70 per hour; \$52-145k per year

Landscape Architects

- Bachelor's degree
- \$24-64 per hour; \$51-134k per year

Civil Engineers

- Bachelor's degree
- \$29-75 per hour; \$60-156k per year

Surveyors

- Bachelor's degree
- \$19-53 per hour; \$30-110k per year

Cost Estimators

- Bachelor's degree
- \$21-60 per hour; \$43-125k per year

Civil Engineering Technicians

- Associate's degree
- \$16-45 per hour; \$33-94k per year

Architectural and Civil Drafters

- Associate's degree
- \$19-46 per hour; \$40-97k per year

Surveying and Mapping Technicians

- High school diploma or equivalent
- \$15-41 per hour; \$32-86k per year

Construction and Building Inspectors

- High school diploma or equivalent
- \$20-48 per hour; \$41-101k per year

Construction – Office

Accountants and Auditors

- Bachelor's degree
- \$25-70 per hour; \$53-145k per year

Sales Representatives

- High school diploma or equivalent
- \$16-73 per hour; \$33-152k per year

Customer Service Representatives

- High school diploma or equivalent
- \$11-30 per hour; \$23-63k per year

First-Line Supervisors of Office and Administrative Support Workers

- High school diploma or equivalent
- \$19-51 per hour; \$39-106k per year

Executive Secretaries and Executive Administrative Assistants

- High school diploma or equivalent
- \$22-49 per hour; \$46-102k per year

Bookkeeping, Accounting, and Auditing Clerks

- Some college, no degree
- \$14-36 per hour; \$29-76k per year

Secretaries and Administrative Assistants

- High school diploma or equivalent
- \$13-31 per hour; \$28-66k per year

General Office Clerks

- High school diploma or equivalent
- \$11-30 per hour; \$22-63k per year

For additional information on the occupations in this pathway, click the hyperlinked occupational titles to visit O*NET OnLine. Note that the education requirements provided are typical but may vary, and additional industry- or occupation-specific training may be required. Note also that hourly and annual wage range data provided are typical but may vary.





Appendix G: Summary from WIC Board Ad Hoc Vision Committee Oct/Nov Meetings

Members:

- Thomas Penny (leads)
- Tony Cancelosi
- Unique Morris-Hughes
- Ben Murphy
- Laura Zeilinger

- 1) Group wants to be: Bold, Radical, Urgent
 - a. Come up with what we need; don't just operate in the guidelines
 - b. It's now or never = must be radically different than what we've done
 - c. We're going to run out of \$\$ (city won't continue growing/developing) - increase in income will not continue
 - d. Poverty burden will be even greater than before
- 2) Develop a vision for a “desired state” for the workforce system
 - a. Structure
 - b. Measures
 - c. Policies
- 3) Recommended that the Vision Committee also be the group to look closely at the American Job Center/One Stop Operator approach
- 4) Would like to engage and get feedback from DME and agency directors
- 5) Focus on levers with business (incentives and not only regulations)
 - a. Create recognition opportunity of those hiring from target populations
- 6) Residents and businesses need access points (and trained staff to support) that ensure individuals connect with the right supports and opportunities that will set them up for success
- 7) Want to understand: What are most common barriers to successful employment (gain/retain)?



WIC EXECUTIVE DIRECTOR'S REPORT UPDATES FOR THE BOARD

Updated as of October 15, 2019

I. DC Workforce Innovation and Opportunity Act (WIOA) State Plan

In the initial development phase of WIOA State Plan, the WIC has created an economic and workforce system analysis, which will be presented at the October 21, 2019 Board meeting. In the next phase, staff will coordinate, and Board members are invited to participate in, a number of stakeholder engagement sessions, in order to inform the strategies we will use to meet the District's workforce system goals. The engagement sessions are intended to gather input from job seekers, community-based organizations, businesses, and others for key workplace planning issues. The WIOA State Plan development timeline and tentative schedule of stakeholder engagement events can be found in **Appendix A**.

II. Workforce Expenditure Guide

In September 2019, after significant multi-agency collaboration and numerous rounds of quality assurance, the WIC submitted to Council and made public the first ever [Workforce Development System Expenditure Guide](#). The report captures data for workforce development programs including support services, employment services, workforce education, and training programs implemented by five agencies. Following discussions with Council staff and feedback from some outside parties, WIC has begun development of the 2020 submission which will include fourteen additional agencies, listed in **Appendix B**.

III. Strategic Industry Partnership Grants

In August 2019, WIC completed monitoring visits for each grantee to ensure financial and programmatic compliance. All program activities concluded on September 30, 2019 and Grantees will provide final progress reports in mid-October that detail services from May 31st – September 30th. These final reports will be made available ahead of the January Board Meeting. Late in FY19, WIC was able to provide additional funding to each grantee to offset the required match dollars provided in their approved budgets. **Appendix C** provides a list of Grantees and the types of training offered.





IV. Career Pathways and Employer Engagement

The final option year for Maher & Maher, a talent development consulting firm that has worked with the WIC for a number of years, will conclude at the end of January. Through this contractor, several major projects will continue:

- Career Pathways Strategic Plan: after several rounds of engagement and feedback from public and private entities, the team has delivered a draft Career Pathways Strategic Plan that will be made public in the coming weeks.
- Career Pathway Maps: pathway maps have been completed for three target sectors, and pathway maps for construction, healthcare, and hospitality will be delivered next month. Once developed, these will serve as a foundation to inform prioritization and development of strategies to expand pathway opportunities for residents.

In the remaining 4 months of the contract, Maher & Maher will begin to complete an environmental scan of how DC government engages with businesses. The goal is to understand how this looks across the district to better align and coordinate outreach and operations. The WIC will also convene agencies and partners who develop or work with career maps to identify opportunities for alignment.

V. Results for America's State and Local Workforce Fellowship

In partnership with DME and DOES, the WIC is participating in a state and local government workforce fellowship through Results for America, an organization that helps government use evidence and data to improve the outcomes for citizens. DC is one of seven states participating and the opportunity provides the ability to leverage a larger network for experts in workforce development. The fellows have identified two potential proposals including:

- Creating a standard evaluation process for performance based contracts
- Determining a strategy for better alignment of career pathway work

VI. One Stop Operator

The final option year for DB Grant & Associates has been exercised and expires at the end of September 2020. During the next year, the team will be focusing on a number of key initiatives including:

- Developing and implementing a referral process, while supporting the move of all partners to full utilization of the Data Vault.



- Developing and formalizing stronger partnerships with community based organizations that can provide additional services to AJC customers.
- Creating training plans to continuously develop and strengthen partners.
- Holding regular meetings with front line staff and leadership to share information and ensure provision of high-quality, coherent services to customers.

VII. FY 20 Budget Priorities

October 1 marked the new fiscal year for DC government. The team is on track to complete procurements for the year, including priorities listed below.

Funding Priority	Description	Amount
OSSE Adult Education and Family Literacy Grant Program	The WIC, through an MOU, provides OSSE with grant funds to develop and implement Integrated Education and Training Program models for specific industries/occupations and work-based learning opportunities to District residents.	\$1,650,000
One-Stop-Operator (OSO)	Final option year for DB Grant and Associates to serve as the OSO. The bulk of this contract will support training, outreach/marketing, and coordination of partners.	\$611,338
DCKK Continuation Grant	Council approved the rollover of half of the one-time funding to support the expansion and replication of a new, fully functional DCKK facility for their training program.	\$500,000
WOIA State Plan	Kairos will support data analysis, stakeholder engagement, and the development of the WOIA state plan.	\$145,000
Growth Transitions	During the final option year for Maher and Maher, they will continue to support career pathway and sector strategy work, as well as an environmental survey on employer engagement practices and needs across DC government.	\$114,981



Funding Priority	Description	Amount
Capital City Fellow	The WIC will participate in this mayoral initiative that attracts recent graduates of master's degree to work for DC government. The fellow will be working on career pathway strategies.	\$77,204
WIOA Technical Expertise and Convening Support	The WIC plans to procure an IDIQ contract for technical expertise to assist with the development and strengthening of WIC's required compliance work, including policy development and training; development of future AJC MOUs; and supports to strengthen the eligible training provider program.	\$250,000
OCTO - Expenditure Guide Support	The WIC will continue working with OCTO to refine and maintain the expenditure guide database.	\$100,000
Data Governance and Data Management Support	The WIC will work with a contractor to implement a customized needs assessment and analysis, as well as develop recommendations for the creation of workforce development data governance, data management, data analytics, and data systems.	\$125,000
Grants	Building upon the success and lessons learned through the 2019 Strategic Industry Partnerships grant, WIC plans to develop and release a grant in late 2019 to pilot IT workforce solutions that will train DC residents in this high-demand sector, and help meet the growing demands in the region.	\$600,000
Total		\$4,173,523

Appendix A: WIOA State Plan Development Timeline & Engagement Events

#	Tasks/Activities	Start Date	End Date	Additional Information
1.	Development Project Development Plan <ul style="list-style-type: none"> Review federal guidance Review prior iterations of State Plan Determine roles of project team members and make assignments Develop timeline for key project activities and deliverables Determine information needed from partners Identify goals and objectives of DC WIC leadership for 2020-2023 State Plan Determine roles WIC role in process Develop stakeholder and engagement process 	08/12/19	10/02/19	
2.	Identify Required Project Resources <ul style="list-style-type: none"> Data Reports Other Intelligence 	09/09/19	10/01/19	
3.	Conduct Data Analysis	09/01/19	10/15/19	<ul style="list-style-type: none"> <u>October 7</u> is cut-off date for receiving data to be incorporated into <u>October 14</u> report After <u>October 15</u>, data can be updated, as needed
4.	Project Leadership Summit on Plan Development <ul style="list-style-type: none"> Finalization of Project Development Plan Decisions of relevance/utility of content from previous iterations of 4-year plan (2016 	10/01/19	10/02/19	A meeting of the consultant team will be followed by a meeting with DC WIC leadership to finalize the plan for developing, drafting, finalizing and submitting the State Plan.

	and 2018) to 2020-2023 State Plan			
5.	Stakeholder and Community Engagement	10/15/19	11/15/19	To be conducted over 7 weeks: (<u>September 30</u> through <u>November 15</u>)
	Meetings with WIC leaders, core partners, system partners and other stakeholders <ul style="list-style-type: none"> Review content and data requirements and information provided by core partner agencies 	10/15/19	10/31/19	Meetings with: <ul style="list-style-type: none"> - WIC leaders on review of 2018 plan - Each core partner (individual mtgs.) - System partners - District agencies - Chamber of Commerce - Organized labor
	Community Forums <ul style="list-style-type: none"> These sessions will present baseline information on workforce issues that represent key Plan content. Structured discussions with community and business groups will be facilitated by project consultants 	10/15/19	11/15/19	Six to nine community forums (including business engagement events) are anticipated.
6.	Additional Intelligence Gathering (If needed) <ul style="list-style-type: none"> Conduct survey on workforce development priorities of businesses Conduct survey of workforce system users (job seekers and businesses) Review results of similar completed surveys that may exist 	10/07/19	11/08/19	Discuss with DC WIC representatives if any existing survey results or similar information would make this step unnecessary.
7.	Review of Other Pertinent Resource Materials <ul style="list-style-type: none"> Career Pathways Strategic Plan Partner programs plans Other reports and plans affecting workforce development, education and economic development within the District 	09/30/19	12/15/19	

8.	Project Leadership Meeting on Aggregate Data Collected <ul style="list-style-type: none"> Review of information collected Decisions on pertinence and use of data Agree on Narrative Development Plan 	11/19/19	11/19/19	
9.	Development of draft Plan Narrative	11/20/19	01/07/20	
10.	Internal Draft Completed and Comments Due	01/08/20	11/15/20	One week time frame for internal review and comment process
11.	Revised Draft Ready for WIC Review	01/21/20	01/27/20	Draft revised by internal comments and ready for transmittal to WIC one week prior to its meeting
12.	30-Day Public Comment Period	01/31/20	02/29/20	
13.	Address Comments Received/Finalize Plan to District Review and Approvals	03/01/20	03/04/20	
14.	District Comments and Approvals	03/04/20	03/22/20	
	Provide Plan to Deputy Mayor and agency Directors for comment	03/04/20	03/10/20	Seeking final comments and feedback prior to final approvals
	Submit Plan to Mayor for approval	03/12/20	03/17/20	Mayor provide final feedback and signals approval
	Submit Plan to Council for review	03/18/20	03/28/20	State plan is subject to a 10-day passive approval process
15.	Plan Submission	03/30/20	03/30/20	Following approvals



State Plan Goal	Audience	Date	Time	Location	Host/Partner	Invitees
Goal 1 – System Alignment	Core Partner Meeting - OSSE	10/15/19	12-2	DC WIC	DC WIC	OSSE
Goal 1 – System Alignment	Core Partner Meeting - DOES	10/15/19	2-4p	DC WIC	DC WIC	DOES
Goal 1 – System Alignment	Core Partner Meeting - DHS	10/15/19	Day	DC WIC	DC WIC	DHS
Goal 1 – System Alignment	Core Partner - Plan read	10/16/19	9am	DC WIC	DC WIC	DOES, DHS, OSSE, DDS
Goal 1 – System Alignment	Core Partner Meeting - DDS	10/17/19	10-12	DC WIC	DC WIC	DDS
Steering Committee	District Leadership (meet monthly)	10/17/19	3:00	JWB	N/A	OCA, DME, DOES, DHS, OSSE, DDS
Goal 5 - Accountability	WIC Board Meeting	10/21/19	10a m	OSSE		
Goal 2 - Access	Adult Literacy/housing	10/22/19	9am		CNHED/SOME	

State Plan Goal	Audience	Date	Time	Location	Host/Partner	Invitees
Goal 2 - Access	Returning Citizens/Gloria Martinez	10/22/19	PM	Martha's Table		MORCA, CSOSA, DCIA
Goal 2 - Access	Homeless/Community Foundation	10/23/19	9am	HRC	CF/ICH	
Goal 1 – System Alignment	Group/AJC Partner Meeting	10/23/19	2-4pm		DC WIC	
Goal 1 – System Alignment	DC Agency Partner Meeting	10/29/19		JWB	DC WIC	
Goal 1 – System Alignment	Group/AJC Partner Meeting	November	Day		DC WIC	
Goal 1 – System Alignment	DC Agency Partner Meeting	November	Day		DC WIC	
Goal 2 - Access	Individuals with disabilities				DDS	
Goal 2 - Access	Language Access					MOAPIA, MOLA, MOAA

State Plan Goal	Audience	Date	Time	Location	Host/Partner	Invitees
Goal 2 - Access	Community (Adult population)	11/12/19	Night		THEARC	Community
Goal 4 - Youth	Community (Youth population)	11/13/19	Night		Wards 5 or 7	Community
Goal 3 - Employers	Business/Chamber					
Goal 3 - Employers	Organized Labor					
Steering Committee	District Leadership	Nov		JWB		OCA, DME, DOES, DHS, OSSE, DDS
Steering Committee	District Leadership	Dec		JWB		OCA, DME, DOES, DHS, OSSE, DDS
Steering Committee	District Leadership	Jan		JWB		OCA, DME, DOES, DHS, OSSE, DDS
Steering Committee	District Leadership	Feb		JWB		OCA, DME, DOES, DHS, OSSE, DDS
Steering Committee	District Leadership	Mar		JWB		OCA, DME, DOES, DHS, OSSE, DDS



Appendix B – Expenditure Guide Agencies

Agencies Included in First Expenditure Guide Submission:

1. Department of Disability Services
2. Department of Employment Services
3. Department of Human Services
4. DC Department of Human Resources
5. The Office of the State Superintendent of Education
6. Workforce Investment Council

Agencies that will be added to the Expenditure Guide in FY20:

1. Child and Family Services
2. Department of Behavioral Health
3. Department of Corrections
4. Department of Energy and Environment
5. Department of Public Works
6. Department of Transportation
7. Department of Youth Rehabilitation Services,
8. Deputy Mayor for Education
9. District of Columbia Public Schools
10. The Executive Office of the Mayor
11. Office of Cable Television, Film, Music and Entertainment
12. Office of Latino Affairs,
13. University of the District of Columbia Community College
14. Any other District agency that manages, administers, oversees, or funds workforce development or adult education



Appendix C: Strategic Industry Partnership Grants: Interim Data

FY 19 Strategic Industry Partnership Grant					
Grantee	Industry	Training or Certification	Enrolled	Completed	Employed (as of 10/12/19)
AOBA	Office Building Engineering	Internship and NAPEEF* training	9	7	7
Byte Back, Inc.	Information Technology	CompTIA A+ and MOS excel certifications	20	11 <i>6 more will retake exam</i>	9
DC Central Kitchen	Hospitality	ServSafe certification/Allertain training	Updated Data Forthcoming		
Goodwill	Security and Law	Special Police Officer's authorization, Monadnock Expandable Baton, Handcuffing and Aerosol Weapons certification.	20	17	12

*National Association of Power Engineers Educational Foundation



WIC EXECUTIVE DIRECTOR’S REPORT UPDATES FOR THE BOARD

Updated as of July 12, 2019

I. One Stop Operator

The One Stop Operator (OSO) continues to make strides in delivering against the requirements of the current contract. As a reminder, the focus in the remainder of this contract year has been to: 1) Increase coordination among AJC partners; and 2) Increase foot traffic at the AJCs. Additional information regarding the performance of the current contractor can be found in **Attached One Stop Operator Briefing Memo**.

The OSO has been working to collect data to measure foot traffic in the four AJC sites. **The total number of unique customers served in an 11-month period between July 2018 and May 2019 was 23,248.** The chart below provides a breakdown by month and AJC location. The OSO is currently working with AJC partners to capture and analyze data related to other, non-DOES services provided at AJCs.

OFFICE	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19
HQ	676	707	631	722	496	439	664	791	1,064	968	910
NE	774	890	659	731	596	306	640	503	641	732	783
NW	530	597	530	544	440	296	485	385	487	590	598
SE	212	270	236	258	144	119	189	166	229	363	257
Grand Total	2,192	2,464	2,056	2,255	1,676	1,160	1,978	1,845	2,421	2,653	2,548

*Reporting is not yet available for June 2019. Once that report is available, the AJC network will have a full program year to reflect upon, which will serve as the baseline data for future analysis.

II. Workforce Intermediary Grants

The FY 19 Strategic Industry Partnership Grantees are fully engaged in their respective programs. Through this grant, organizations provide training to advance the skills of DC residents while moving participants towards sustainable employment. Grantees submitted progress reports on June 20, 2019 for activity from March 1, 2019-May 30, 2019. During this reporting period, grantees were pleased by the number of DC residents who benefited from this opportunity. A Goodwill Security Program student writes:

“Ms. Tamela Brown, hope all is well. I just want to thank you for my reference, and to let you know that I completed orientation at MGM and tomorrow is my





first day on the job. I just wanted to say thank you and everyone at Goodwill for everything.”

FY 19 Strategic Industry Partnership Grant				
Grantee	Participant Goal for Grant	DC Resident Participants in Provider Program	Industry	Outcome
AOBA	20	9*	Office Building Engineering	NAPEEF** courses and internships
Byte Back, Inc.	20	21	Information Technology	CompTIA A+ and MOS excel certifications
DC Central Kitchen	20	37	Hospitality	ServSafe certification/Allertain training
Goodwill	20	36	Security and Law	Special Police Officer’s authorization, Monadnock Expandable Baton, Handcuffing and Aerosol Weapons certification

*AOBA is currently serving a class of 25, however they faced challenges recruiting and retaining DC residents through the interview process. WIC staff have regularly met with the organization regarding impacts to the grant award due to the low DC resident participant numbers.

**National Association of Power Engineers Educational Foundation

All grantees will receive an on-site monitoring visit (scheduled to begin at 10am). If you would like to join, please email Bridgette Royster, Grants Manager, at bridgette.royster@dc.gov. The anticipated monitoring dates are:

- 8/13 – AOBA
- 8/16 – Byte Back
- 8/14 – DC Central Kitchen
- 8/15 – Goodwill

III. Expenditure Guide

WIC has continued to work with agency partners (DCHR, DHS, DOES, OSSE) to capture, clean, verify, and contextualize data related to their workforce programs. The goal had been to transmit the final data to Council by June 30, 2019, however due to errors and missing information in the data, and additional feedback received on the draft submission, WIC was not able to meet that deadline. WIC anticipates the Expenditure Guide will be transmitted in the very near future and is already beginning to plan for the development of the 2020 submission of the Expenditure Guide.



IV. DC Workforce Innovation and Opportunity Act (WIOA) State Plan

The District of Columbia must submit a 4-year state plan to the Department of Labor in 2020. The U.S. Department of Labor will hold the first webinar regarding anticipated requirements for this plan on July 11, 2019. WIC is currently working to solicit a contractor with WIOA expertise to support the development of the plan and hopes to have them on board before the end of July. The Scope of Work for this contract can be found in **Appendix A**. Additional information regarding Board leadership and participation in this process will be shared once the contractor is in place and timelines for the project are finalized.

V. DC Workforce Innovation and Opportunity Act (WIOA) Non-Discrimination Plan

WIOA Section 188 requires the District (and all recipients of WIOA funds) to have a plan and system in place to reduce or eliminate discrimination in the delivery of workforce system services; this plan is required in addition to existing DC requirements and regulations regarding non-discrimination. WIC staff has been working with a Section 188 specialist to develop the plan to meet the regulatory requirements. Some components of the Non-Discrimination Plan will include:

- Standardized assurances regarding non-discrimination, applicable to the workforce system
- Identification of, and roles and responsibilities for equal opportunity officers
- Requirements for data and information collection and maintenance
- Complaint processing procedures

The final plan will be delivered to the U.S. Department of Labor by the end of summer. WIC will contract and lead training for relevant system partners to support implementation of the plan.

VI. DC Adult Career Pathways Strategic Plan and Sector Strategy Development

The work currently underway regarding pathways and sector strategy development will buttress and inform the development of the District's WIOA State Plan and the WIC's future priorities and work related to coordination and implementation of the workforce system.

For the past several months, the WIC, with guidance from the DC Adult Career Pathways Task Force, has been engaging stakeholders and a contractor to draft the next DC Career Pathways Strategic Plan. The plan will be shared with the Board and



posted for public comment in August 2019. Recommended strategies and tactics will be included in the Plan related to how best to support:

- Sector partnership implementation
- Career pathway performance monitoring and continuous improvement
- Partner alignment and capacity building
- Addressing barriers to employment along sector pathways

The DC Career Pathways Strategic Plan will be supported by the work the WIC has been leading over the last several months to gather and develop career pathways maps for each of the six high-demand industries in the District. These maps will be a resource for partners and residents, and more importantly support further engagement with businesses and training providers to identify and develop strategies for addressing where there may be gaps in the workforce system.

Sector	Pathway Map Status	Training Gap/Supply Analysis
Infrastructure and Transportation	Complete	Engagement underway
Information Technology and Business Admin.	Complete	Engagement underway
Security & Law	Complete	Engagement underway
Construction	Working group launched	Fall 2019
Healthcare	Working group launched	Fall 2019
Hospitality	Working group launched	Fall 2019

Thank you to WIC Board members Nathan Smith, Steve Boney, Stacey Smith, Thomas Penny, and Solomon Keene for participating in this work. Please contact Jasmine Illa, jasmine.illa1@dc.gov if you would like to participate or recommend employer participants.

VII. Workforce System Data Engagement

There are several data-related projects currently underway or under consideration, including the development of the Expenditure Guide, Data Vault, the development of a longitudinal workforce data system, and delivery of a workforce data dashboard. To assist WIC in leading coordination and alignment of these efforts—and to develop a framework to inform future investments in data resources and infrastructure—WIC has organized a 1.5-day data engagement workshop with SAS Data Management, to include representatives from workforce system partners. The goal of this session, to be held July 23-24, will be to understand and assess current data management within partner agencies; identify potential gaps or needs to



support reporting and analysis; and inform potential additional, longer-term engagement with data experts.

VIII. Reminder: Upcoming Meeting Dates

Date	Meeting
September 20, 2019	WIC Board Retreat
October 21, 2019	WIC Quarterly Board Meeting
January 27, 2020	WIC Quarterly Board Meeting



Appendix A: WIOA State Plan Development

Below is a draft summary of the anticipated steps and timeline for the development of the District’s WIOA State Plan. Based on the previous work to develop the State Plan, and with guidance from the National Association of Workforce Boards, WIC estimates the cost to deliver the plan to be approximately \$225,000. This would include post-submission assistance with implementation and monitoring.

State Plan Process	Timeline
Assessment of Workforce System and WIOA Implementation Compliance	Date of Contract – September 2019
Stakeholder and Work Group Engagement	August – October 2019
Draft State Plan	By December 20, 2019
Circulate Draft for Feedback	January – February 2020
Submit Final Plan to US Department of Labor	By March 1, 2020
Support Plan Implementation and Monitoring	Ongoing



WIC EXECUTIVE DIRECTOR'S REPORT

UPDATES FOR THE BOARD

Updated as of April 8, 2019

I. DC Workforce Investment Council Adult Career Pathway and Sector Strategy Development

The District of Columbia Workforce Investment Council (WIC) is leading an effort to develop career pathways for adult learners in key sectors of the District economy through sector partnerships with industry leaders and service providers. Employer partners have so far developed draft pathway maps for three of the six WIC-identified high-demand sectors, including: Infrastructure & Transportation; Information Technology & Business Administration; and Security & Law. The WIC is currently conducting an education and training gap and oversupply analysis and working with employer partners to identify key training needs along the career pathways for these three sectors. The WIC will convene partners from the remaining high-demand sectors (Construction, Healthcare, and Hospitality) in the spring and summer of 2019 to begin the career pathway development process. Please contact Joe Jaroscak at joseph.jaroscak@dc.gov, if you would like to participate or recommend employer participants for this effort.

II. FY19 Strategic Industry Partnership grant

On March 1, 2019, the Workforce Investment Council (WIC) announced the recipients for the FY19 Strategic Industry Partnership grant. Recipients were selected based on grant applications that proposed robust partnerships between training providers, support services, and employers, ultimately connecting participants with credentials and employment. The average award amount is \$145,362.00 and the award period is March 1, 2019-September 30, 2019. The grant recipients are:





AOBA Educational Foundation (Industry: Office Building Engineering) — The Foundation will use a 12-week paid internship program to help DC residents gain access to lucrative, high-demand careers in building operations and the skilled trades.

Byte Back (Industry: IT) — Byte Back trains low-income, low-tech adults by helping them to build technical skills through industry-recognized certifications in the Information Technology (IT) workforce.

DC Central Kitchen (Industry: Hospitality) — DC Central Kitchen provides a fourteen-week intensive training program designed to help District residents pursue careers in the culinary and hospitality industry sectors.

Goodwill (Industry: Security and Law) — Goodwill of Greater Washington will offer training to prepare individuals to become security guards.

III. One Stop Operator

WIC staff continues to work closely with the One Stop Operator (OSO) team to support coordination of partners and enhanced implementation at the American Job Center (AJC). The OSO has organized 2 frontline staff coordination meetings and one agency director-level coordination meeting since the January Board meeting. Through these meetings, the OSO has received feedback on, and finalized, a project plan for the remainder of the year (see attachment). The two primary goals of the OSO in 2019 include: 1) Increasing coordination of partners; and 2) Increasing foot traffic at AJCs. Data on these two measures will be shared at the April 22nd Board meeting.

IV. American Job Center MOUs

On February 29, 2019, the Department of Labor acknowledged that all previous findings regarding the District's Workforce Innovation and Opportunity Act One Stop Operation Memoranda of Understanding and Infrastructure Funding Agreements (AJC MOUs) have been resolved. We have been notified that next steps will include a regular fiscal audit to be conducted in July 2019, and WIC staff are



currently preparing for the audit and the required annual review and update process for these agreements for next year; new AJC MOUs will need to be submitted to DOL this fall.

V. Eligible Training Provider List

WIC staff have begun a working group with members of the partner teams at the DC Department of Employment Services (DOES), Office of Contracts and Procurement (OCP), and the Office of Risk Management (ORM) to identify areas for improvement and strengthening of the Eligible Training Provider List program, led by WIC. Through this program, training providers can be granted eligibility to provide workforce training to DC residents, leveraging federal WIOA funding to reimburse providers' costs. In addition to identifying opportunities to streamline reporting and enhance training and technical assistance to providers, this working group will review the current ETPL policy and procedures, towards strengthening participants' employment outcomes. Data from the 2018 ETPL program year will be discussed during the April 22nd Board meeting.

VI. Career and Technical Education Coordination

As part of the requirements for the federal Perkins Act (known as Perkins V), the federal legislation that funds career and technical education (CTE) in K-12 education, the Office of the State Superintendent of Education (OSSE) is leading a review and development of a state CTE plan. WIC staff are participating in OSSE's effort, which includes coordination of education workforce agency partners, as well as members of the business community. OSSE will deliver the state CTE plan by early 2020, and it is anticipated that the plan will increase coherence within K-12 as it relates to career-readiness standards, curricula, and programs across the District.



VII. DC Workforce Innovation and Opportunity Act (WIOA) State Plan

The WIC staff has begun preparing to draft the WIOA-required 2020 workforce development strategic plan. This plan will replace the current WIOA state plan developed in 2016 and updated in 2018. Immediate steps include developing a scope of work and selecting a contractor with significant expertise on WIOA legislation and related state and local implementation requirements to support the following: convening stakeholders; gathering necessary data and information; analysis of information; drafting the plan; and support future oversight and execution of the state plan.

VIII. Expenditure Guide

In May 2018, the Workforce Development System Transparency Act of 2017 became law. The Act requires the WIC to develop an annual Workforce Development System Expenditure Guide that outlines all District government spending on workforce development and adult education across agencies, to include information about programs and activities, funding, providers, and performance outcomes. WIC staff continue to work with agency partners and OCTO to finalize clean-up of the data; initial data will be shared at the Board meeting on April 22, 2019.

IX. Data Dashboard

The DC WIC data dashboard project continues to move forward. Last year, Kairos, the contractor on this project, developed a template into which workforce data could be populated and used to report out regularly to the Board and ultimately to the public. Following consultation with some members of the Board, WIC staff has moved forward to reengage a contractor to produce a draft data dashboard by this summer, leveraging data gathered through the Workforce Development System Expenditure Guide. WIC staff plans to re-engage the full Board for review and input



as soon as the contract has been finalized, which is anticipated in the coming weeks.

X. Personnel Updates

On March 25, 2019, the WIC welcomed *Jayla Johnson* to the team. Jayla is in her final rotation of the [Capital City Fellows Program](#) run by the Office of DC Human Resources. Jayla will support the WIC in our planning efforts for next year's Workforce Development System Expenditure Guide and the Eligible Training Provider List program, as well as provide additional data and program support. Jayla will be with the WIC through the end of the fiscal year and joins us after having worked at the DC Department of Housing and Community Development (DHCD) and the DC Department of Human Services.

The WIC recently posted a *Chief of Staff* role (position closed 4/7/19) and will soon post a *Program Analyst* position. These postings come after discussions with WIC staff, Board leadership, and the Deputy Mayor for Education, regarding alignment of staffing to meet the federally and locally required work of the WIC, and areas where greater capacity may be required in the future. When these roles are filled, the WIC staff will be at 90% capacity, with one remaining role left to post and fill.

DC WIC PROGRAM HIGHLIGHTS AND UPDATES FOR THE BOARD

Updated as of January 10, 2019

I. Workforce Intermediary Program: Strategic Industry Partnership Grant Released

On December 19, 2018, the WIC released funding for Strategic Industry Partnership Grants. The purpose of this grant is to support the delivery of innovative Strategic Industry Partnership training programs that increase the success rate of DC residents entering employment; sustaining employment that forges a path to the middle class; and further stimulating the District's economy. We anticipate awarding 4 grants of approximately \$150,000. The application will close Friday, January 18, 2019 at 8:00 pm. The WIC will offer the second and final technical assistance opportunity for applicants on Friday, January 11, 2019. For application and submission information, please refer to the following websites: dcworks.dc.gov and opgs.dc.gov.

II. Workforce Intermediary Program: Request for Board Reviewers

The Workforce Investment Council (WIC) would like two WIC Board members to serve as Reviewers for the DC Strategic Industry Partnership grant. The WIC is seeking three (3) reviewers who are experts in addressing employment, training, or education needs of individuals with barriers. Reviewers will have up to ten (10) business days to read and score a minimum of four (4) grant applications from service providers.

The grant application review process will be held between January 24-February 7, 2019. **If you are interested in being a reviewer, please email Bridgette Royster, Grants Manager at bridgette.royster@dc.gov by Wednesday, January 16, 2019.**

III. OSSE/WIC Career Pathways Continuation Grant: Summary of Program Year 2017 – 2018

- **1,126 adult learners served** – 45% of which were functioning at the 5th grade level or below, and 87% who were functioning at the 8th grade level or below.
- **475 students** made a measurable skills gain (educational gains via pre- and post-test), exceeding last year's performance by ten percentage points and exceeding our federal target by four percentage points.
- **46 students** (37 percent of those students who entered the program functioning at the 9th grade level or above earned their secondary credential.

- **420 students** earned an entry level and/or industry-recognized certification within the WIC's high demand career sectors (i.e., Certified Nursing Assistant, Medical Assistant, Child Development Associate, NCCER, A+, COMP TIA, Networking Fundamentals, Physical Security License, Certified Front Desk Representative, etc.)

Looking Ahead at Program Year 2018-2019

- Ongoing reflection and evaluation of these programs.
- Commitment to continuous improvement through monitoring, and the provision of resources (online tools, instructional software, and other supports), professional development, and technical assistance.
- Based on performance, the ten OSSE AEFLA and WIC CP providers were awarded continuation funds for FY 2019.
- Providers have begun to enroll and track students for the current program year.

IV. Eligible Training Provider Program Updates

During Program Year 2018 (July 1, 2017 – June 30, 2018) **434 ITA** participants took part in a training program from the District's ETPL. **316 (73%) ITA** participants have successfully completed training. Reports provided by the training provider show that **235 (74%) of students** have received Certifications in their respective training programs.

V. Career Pathways Community of Practice Update

Career Pathways Development

- Employer-led career pathway development working groups continue to meet to develop and finalize career pathway maps (IT, Infrastructure, and Security and Law). These will be shared with the Board in the coming months and rolled-out to partners later this spring.

Career Pathways Provider Directory

- The Career Pathways Task Force completed and published the [Career Pathways Provider Directory](#) in January 2019. This will be a living document available to the public, and the WIC will continue to solicit additions to the Directory.

Career Pathways Community of Practice (CoP) Training

- The Career Pathways Task Force has developed online, on-demand training resource modules with in- depth information on past CoP training topics. These resources will be available to the public and shared with the Board in the next month.

VI. Workforce Development System Transparency Amendment Act

In May 2018, the Workforce Development System Transparency Act of 2017 became law. The Act requires the WIC to develop an annual Workforce Development System Expenditure Guide that outlines all District government spending on workforce development and adult education across agencies, to include information about programs and activities, funding, providers, and performance outcomes. [The full text of the Act can be found here.](#)

The WIC held a kick-off meeting with agency partners on Friday, November 9, 2018, to provide an overview of the Act and to begin work to compile the necessary data and information for the report. The WIC has been working with agency partners and has contracted the District's Office of the Chief Technology Officer (OCTO) to help collect and compile the data into a QuickBase application. The data will be compiled into a report that will be transmitted to the DC Council on February 1, 2019. The data will also be made available in a downloadable, manipulatable dataset, as well as posted online in an interactive website.

The Act requires several agencies' data be included in the Expenditure Guide in the coming years. In FY19, the following seven (7) District agencies' data will be included:

1. Department of Disability Services (DDS)
2. Department of Employment Services (DOES)
3. Department of Human Resources (DCHR)
4. Department of Human Services (DHS)
5. Deputy Mayor for Greater Economic Opportunity (DMGEO)
6. Office of the State Superintendent of Education (OSSE)
7. Workforce Investment Council (WIC)

The following program data **by agency**, will be collected and displayed in the report and on an interactive website:

- a. Program name
- b. Administering agency and funding agency, if different
- c. Division/program and activity names and codes used in budget
- d. Program demographics such as target populations, program length, education or eligibility requirements
- e. Funding sources and program costs (federal, local or special purpose; grant or contract; funding used for wage subsidies; cost per participant)
- f. Services and Deliverer of service (agency or provider)
- g. Course names
- h. Sectors and occupations
- i. Number of participants (as defined by program rules)
- j. Percentage breakdown of participants by race/gender
- k. Performance metrics, targets, and outcomes

The following program data **by program**, will be collected and displayed in the report and on an interactive website:

- a. Provider name (providers hired by agency, not on staff)
- b. Course names
- c. Total participants per provider
- d. Number of participants per course
- e. List of services by course of training
- f. Sector and occupation for each course
- g. Public workforce funding (total funding, funding for each course)
- h. Initial educational functioning level of program participants, if available
- i. Performance metrics, targets and outcomes

Workforce Investment Council FY2019

Agency Workforce Investment Council

Agency Code UPO

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.

Summary of Services

2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY19 the WIC delivered the first ever Workforce Development System Expenditure Guide data and report.	The Expenditure Guide supports WIC's role in coordinating across key workforce agencies--and in FY20 and beyond, for agencies across government--to identify opportunities for alignment and greater coordination. This data will be used to direct WIC's technical assistance to training and support providers, and will also enhance our ability to map out and support greater coordination of engagement efforts from across government to employers.	The Expenditure Guide included data about the programs, providers, residents served, and outcomes available to date for workforce training programs funded through local and federal funding sources. This data aggregation and report provides residents, agencies, providers, and others, with information about District investments to support residents' connecting with and advancing in their careers.
WIC awarded 4 Strategic Industry Partnership grants to support the recruitment, credential attainment, and job placement of District residents in four high-demand industry sectors, including culinary arts, security, building engineering, and IT.	WIC plans to leverage the lessons learned from this grant program to inform and further our work supporting industry partnerships and implementation of sector strategies; incorporating this work into our coordination and technical assistance support for providers will ensure District-funded workforce training programs are better informed by employer needs.	WIC's funding supported 72 individuals to obtain training and credentials, with 43 of those individuals securing employment in their fields of training.

2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
1 - Business Engagement: Increase business engagement to help align workforce training programs with employer needs (1 Measure)											
Number of business leaders actively engaged	Quarterly	New in 2019	New in 2019	New in 2019	13	13	13	13	52	No Target Set	
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	Quarterly	New in 2019	New in 2019	New in 2019	43	39	94	113	289	No Target Set	
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	Quarterly	New in 2019	New in 2019	New in 2019	Waiting on Data	No Target Set					

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
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	Quarterly	New in 2019	New in 2019	New in 2019	Waiting on Data	No Target Set					
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.	Quarterly	New in 2019	New in 2019	New in 2019	Waiting on Data	No Target Set					

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
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	Quarterly	New in 2019	New in 2019	New in 2019	Waiting on Data	No Target Set					
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	Quarterly	New in 2019	New in 2019	New in 2019	19	27	15	5	66	No Target Set	
5 - Create and maintain a highly efficient, transparent, and responsive District government (8 Measures)											
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	No Target Set	
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	No Target Set	
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	No Target Set	

*The above measures were collected for all mayoral agencies in FY 2019. OCA calculates these measure based on summary-level data from various agencies, and cannot verify the accuracy of any calculations that were made to the source data prior to its receipt by OCA. The 2019 DC Enterprise Data Inventory (EDI), which contains data on "open" data sets published on DC's Open Data Portal, is current as of March 9, 2019. Due to data lags, FY 2019 data for the following core business measures will be published in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

2019 Workload Measures

Measure	FY 2016 Actual Report	FY 2017 Actual Report	FY 2018 Actual Report	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Report
1 - Labor Market Awareness (1 Measure)								

Measure	FY 2016 Actual Report	FY 2017 Actual Report	FY 2018 Actual Report	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Report
Number of business engagement activities	Not Available	New in 2019	New in 2019	5	3	7	3	18
2 - Provide technical assistance (1 Measure)								
Number of technical assistance activities	Not Available	New in 2019	New in 2019	1	2	4	4	11
3 - Workforce Training Providers (1 Measure)								
Number of eligible training providers	Needs Update	Not Available	37	34	34	34	34	34

2020 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
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 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Policy Development (2 Strategic initiatives)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	0-24%	This effort continues to move forward, however the WIC and its ETPL implementation partners continue to identify improvements that must be addressed--and ultimately codified--in the provider manual. WIC anticipates completion of this tool in 2020	This effort continues to move forward, however the WIC and its ETPL implementation partners continue to identify improvements that must be addressed--and ultimately codified--in the provider manual. WIC anticipates completion of this tool in 2020
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.	Complete	WIC delivered and has published on its website the inaugural Workforce Development System Expenditure Guide.	
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.	Complete	WIC has delivered and made available on its website a series of technical assistance resources to assist training providers with improving their practice and support improved outcomes for residents.	

Workforce Investment Council FY2020

Agency Workforce Investment Council

Agency Code UPO

Fiscal Year 2020

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.

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

Key Performance Indicators

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 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	New in 2019	New in 2019	52	50
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	New in 2019	New in 2019	289	50
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	New in 2019	New in 2019	34	10

Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
5 - Create and maintain a highly efficient, transparent, and responsive District government (10 Measures)				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management – Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Human Resource Management – Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	Not Available
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	Not Available
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	New in 2019	Not Available
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data

*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

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
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)			

Operations Header	Operations Title	Operations Description	Type of Operations
OUTREACH	Conduct outreach to bring awareness.	Conduct outreach to bring awareness.	Daily Service
MONITORING	Workforce Training Providers	Review, monitor and research industry standards, curriculum, and past performance of prospective eligible training providers	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

Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
1 - Labor Market Awareness (1 Measure)			
Number of business engagement activities	New in 2019	New in 2019	18
2 - Provide technical assistance (1 Measure)			
Number of technical assistance activities	New in 2019	New in 2019	11
3 - Workforce Training Providers (1 Measure)			
Number of eligible training providers	34	37	34

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Career Pathways (1 Strategic Initiative)		
Workforce Innovation and Opportunity Act (WIOA)	Develop the District's 2020-2023 Workforce Innovation and Opportunity Act (WIOA) State Plan and an accompanying strategic implementation plan.	09-30-2020



District of Columbia Nondiscrimination Plan 2019-2021

Equal Opportunity Employer/Program.
Auxiliary aids and services are available upon request to individuals with disabilities.

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Introduction

Signed into law on July 22, 2014, the Workforce Innovation and Opportunity Act (WIOA) superseded the Workforce Investment Act of 1998 (WIA) as the U.S. Department of Labor's (U.S. DOL) primary mechanism for providing financial assistance for a comprehensive system of job training and placement services for adults and eligible youth. Although WIOA did not change the nondiscrimination and equal opportunity provisions in Section 188, Congress mandated that the Department issue regulations to implement the section, including standards for determining discrimination and enforcement procedures, as well as procedures to process complaints.

WIOA Section 188 and 29 CFR Part 38 prohibits the exclusion of an individual from participation in, denial of the benefits of, discrimination in, or denial of employment in the administration of or in connection with any programs and activities funded or otherwise financially assisted in whole or in part under Title I of WIOA because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief, or, for beneficiaries, applicants, and participants only, on the basis of citizenship status, or participation in a program or activity that receives financial assistance under Title I of WIOA. The final WIOA regulations regarding nondiscrimination and equal opportunity were published on December 2, 2016 with an effective date of January 3, 2017.

Washington, D.C. (commonly referred to as “the District”) is identified as a single area state under WIOA. The Mayor of the District of Columbia has designated the Workforce Investment Council (DC WIC) to administer implementation of the nondiscrimination and equal opportunity provisions of WIOA, as they relate to workforce development activities. The Executive Director of the DC WIC has ultimate responsibility for administration of the workforce development components of WIOA Section 188 in the District and, on behalf of the Mayor, ensures all recipients, as defined below, comply with all federal regulations. (See Appendix II-1, *infra*). Serving in an associated role, the Department of Employment Services (DOES) is the agency that operates the American Job Centers (AJCs) and administers the Unemployment Insurance, the WIOA Adult, Dislocated Workers, and Youth programs, Wagner Payser, Senior Community Service Employment, Trade Adjustment Assistance activities, Jobs for Veterans State Grants programs.

DC WIC and DOES reviews and submits the District’s Nondiscrimination Plan (NDP) to the U.S. Department of Labor Civil Rights Center (CRC) every two years. The NDP serves as a “living document,” which reflects the District’s current and ongoing efforts to assure equal opportunity, nondiscrimination and equal access for potential customers, the customers we serve, as well as applicants for employment, employees and grantees. The NDP will be updated as policies, pathways, organizational structure (relative to WIOA and the EO provisions thereof), forms, flyers or other documents are revised, developed and implemented.

In accordance to 29 CFR 38.55, the District will promptly update the Plan whenever necessary, and submit such changes to U.S. DOL in writing at the time that any updates are made. If no changes are necessary, the District will certify, in writing, to U.S. DOL that the previously submitted Plan is to continue to be in effect. Along with each biannual review of the Plan, the District will submit a copy of all reports of any monitoring reviews conducted (pursuant to 29 CFR 38.51(b)) since the last Plan update.

Recipient: The term “recipient,” as used in this Nondiscrimination Plan, is defined at 29 CFR 38.4(zz), which provides:

Recipient means entity to which financial assistance under Title I of WIOA is extended, directly from the Department or through the Governor or another recipient (including any successor, assignee, or transferee of a recipient). . . . In instances in which a Governor operates a program or activity, either directly or through a State agency, using discretionary funds apportioned to the Governor under WIOA Title I (rather than disbursing the funds to another recipient), the Governor is also a recipient. In addition, for purposes of this part, one-stop partners, as defined in section 121(b) of WIOA, are treated as “recipients,” and are subject to the nondiscrimination and equal opportunity requirements of this part, to the extent that they participate in the one-stop delivery system. “Recipient” includes, but is not limited to:

- (1) State-level agencies that administer, or are financed in whole or in part with, WIOA Title I funds;
- (2) State Workforce Agencies;
- (3) State and Local Workforce Development Boards;
- (4) LWDA grant recipients;
- (5) One-stop operators;
- (6) Service providers, including eligible training providers;
- (7) On-the-Job Training (OJT) employers;
- (8) Job Corps contractors and center operators;
- (9) Job Corps national training contractors;
- (10) Outreach and admissions agencies, including Job Corps contractors that perform these functions;
- (11) Placement agencies, including Job Corps contractors that perform these functions;
- (12) Other National Program recipients.

Recipients include “one-stop partners” as defined at Section 121(b) of WIOA, but the “ultimate beneficiary” of a WIOA Title I program or activity is not a “recipient.” 29 CFR 38.4(zz).

ELEMENT I: *Assurances*

(CFR 38.25-27)

*Ability to comply with nondiscrimination and equal employment provisions and assurances
(29 CFR 38.25-38.27)*

The District ensures that non-discrimination and equal opportunity provisions of WIOA are incorporated into all grants, agreements or other similar applications for federal financial assistance under WIOA. Agreements for the procurement of supplies or services follow the District of Columbia Office of Contracting and Procurement (OCP) laws, regulations, and processes. OCP has representatives assigned to each agency, including the Department of Employment Services, which reviews all proposals and contracts. As prescribed under CFR 38.25-27 all WIOA Title I-related contracts, grants, memorandum of understanding, cooperative agreements, requests for proposals, job-training plans, and other WIOA-related arrangements must include an assurance that “as a condition to the award of financial assistance” from the Department of Labor the grant applicant assures the that it has the ability to comply with the nondiscrimination and equal opportunity provisions of the following laws and will remain in compliance for the duration of the award of federal financial assistance: WIOA Section 188, 29 CFR part 38, Title VI of the Civil Rights Act, Section 504 of the Rehabilitation Act, The Age Discrimination Act and Title IX of the Education Act must be contained in the proposal, where applicable, and all other regulations implementing the laws listed. This assurance applies to the grant applicant's operation of the WIOA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIOA Title I-financially assisted program or activity. The assurance is deemed incorporated, whether or not it is physically incorporated into the resulting contract or other arrangement. The assurance also may be incorporated in such grants, cooperative agreements, contracts, or other arrangements by reference.

The District understands its obligations to comply with 29 CFR 38.26 (Duration and Scope of the Assurance) and 38.27 (Covenants) on the matter of WIOA Title I funds being provided for either personal property, real property, structures on real property, or interest in any such property or structures.

ELEMENT II: *Equal Opportunity Officers*

(CFR 38.28-33)

Designation of Equal Opportunity Officers
29 CFR 38.28-38.31

In compliance with the U. S. Department of Labor (DOL) regulations at 29 CFR Part 38.28, the District has designated a State Equal Opportunity (EO) officer and a Local-Level EO Officer. Due to the District's status as a single service delivery area, this has proven to be the most efficient means of ensuring the equal opportunity provisions of WIOA are carried out. EO contact persons, however, have been designated throughout the system to meet the requirements at 29 CFR 38.28(b) that each recipient (as defined at 29 CFR 38.4(zz)), appoint an EO Officer to carry out the EO responsibilities at 29 CFR 38.31, including ensuring the recipient complies with the requirements of this Nondiscrimination Plan and policies and procedures issued by the State EO Officer, including the State EO Officer's published WIOA Section 188 discrimination complaint policies and procedures. The recipient must ensure that the EO contact has sufficient resources, training, and staff to perform their EO duties.

An EO Officer/contact may be assigned other duties, but he or she must be able to give top priority to, and to adequately accomplish all of, his /her responsibilities under WIOA Section 188 and the WIOA nondiscrimination regulations. Additionally, s/he must not have other responsibilities or activities that create a conflict, or the appearance of a conflict, with his or her duties as an EO Officer.

Each recipient has a continuing duty to notify the State EO Officer of any changes to the EO Officer/contact designation, contact information, or position description. This notice should be sent within 48 hours from when the change occurred. The current directory of EO Officers/contact may be found on the dcworks.dc.gov website under the Policy and TA section.

Lauren Scott is designated as the District's State EO officer and reports directly to DC WIC Executive Director, Ahnna Smith, the Mayor's designee regarding all matters related to equal opportunity and nondiscrimination. (Appendix II-1). Her position includes oversight responsibility for coordinating, implementing, maintaining and monitoring the nondiscrimination and equal opportunity requirements of the U.S. Department of Labor federal regulations, 29 CFR Part 38.

Business address for State EO Officer:

Lauren Scott
Sr. Compliance Manager/State-Level Equal Opportunity Officer
Executive Office of the Mayor
Deputy Mayor for Education
District of Columbia Workforce Investment Council
2235 Shannon Place SE, Suite 3031
Washington, DC 20020
202-715-2861 (Voice)
District Relay: 711
Email: lauren.scott@dc.gov

The State EO Officer's responsibilities include, but are not limited to the following:

- Coordinating the State EO responsibilities under 29 CFR Part 38, including overseeing the development and implementation of the state's Nondiscrimination Plan;
- Serving as the District's liaison with the CRC;
- Monitoring and investigating the District's activities, and the activities of the entities receiving WIOA funds from the District to ensure the District and its sub-recipients are not violating their nondiscrimination and equal opportunity obligations under WIOA and 29 CFR Part 38, , which includes monitoring the collection of data to ensure compliance;
- Developing and publishing the District's procedures for processing discrimination complaints including tracking the discrimination complaints filed against the District, developing procedures for investigating and resolving discrimination complaints filed against the District, making sure that those procedures are followed, and making available to the public, in appropriate languages and formats, the procedures for filing a complaint;
- Investigating and processing complaints of discrimination;
- Reviewing the District's written policies to ensure the policies are nondiscriminatory;
- Reporting directly to the appropriate official (including, but not limited to, Ms. Ahnna Smith and the State Workforce Development Board) about equal opportunity matters;
- Undergoing training (at the expense of DC WIC, when necessary) to maintain competency;
- Providing technical assistance and guidance to the recipient-level EO officers District-wide to ensure compliance with federal regulations and other applicable regulations, policies, procedures and directives; and
- Reporting conflicts or apparent conflicts of interest to appropriate parties.

The State-Level EO Officer generally performs the duties of the position in an independent manner. With a background in labor and employment law, knowledge of WIOA, workforce system policies, and the principles and practices of compliance monitoring, the State EO Officer has the knowledge, skills, and ability to perform the functions of the job. Ms. Scott attends numerous trainings throughout the year including, but not limited to, EEOC training, NASWA EO Committee Training, and Civil Rights Center training to maintain these competencies. The State EO Officer also corresponds regularly with the Local EO Officer regarding equal opportunity and non-discrimination issues, policies, training opportunities and other relevant matters. DC WIC has a specific administrative EO budget, which is reviewed each year to ensure appropriate levels of funds are allocated for carrying out the EO Officer's responsibilities (training, monitoring, communication and printing costs, etc.).

Designation of Local-Level EO Officer. The District of Columbia Department of Employment Services (DOES) operates the American Job Centers (AJCs) of the District of Columbia and administers the Unemployment Insurance, the WIOA Adult, Dislocated Workers, and Youth programs, Wagner Payser, Senior Community Service Employment, Trade Adjustment Assistance activities, and Jobs for Veterans State Grants programs.

The Local-level EO Officer is responsible for ensuring that all WIOA Title I financially assisted partners/programs and the District Unemployment Insurance programs are following the

nondiscrimination and equal opportunity provisions of Section 188 of WIOA and 29 CFR Part 38. Vanessa Weatherington is designated as the District's Local-level EO Officer. The Local-Level EO Officer serves within the DOES Workforce and Federal Programs unit, and reports to Dr. Unique Morris-Hughes, DOES Director, including on matters of equal opportunity and non-discrimination. See the Department of Employment Services organizational chart. (Appendix II-2).

Business address for Local-level EO Officer:

Vanessa Weatherington
Deputy Director of Workforce and Federal Programs/ Local-Level Equal Opportunity Officer
District of Columbia Department of Employment Services
4058 Minnesota Ave NE
Washington, DC 20019
202-698-5135 (Voice)
District Relay: 711
Email: vanessa.weatherington@dc.gov

The Local-Level Officer's main job duties are specific to ongoing oversight, review and updating of DOES's equal opportunity program and services. The Local-Level EO Officer's responsibilities include, but are not limited to:

- Serving as a liaison with the State EO Officer and the CRC.
- Monitoring and investigating DOES' activities, and the activities of the entities receiving WIOA funds from DOES to ensure DOES and its sub-recipients are not violating their nondiscrimination and equal opportunity obligations under WIOA and 29 CFR Part 38.
- Tracking, investigating and processing complaints of discrimination.
- Reviewing DOES written policies to ensure the policies are nondiscriminatory.
- Conducting outreach and education about equal opportunity and nondiscrimination requirements, publishing the State EO Officer's procedures for processing discrimination complaints under 29 CFR Part 38, and making sure those procedures are followed.
- Reporting directly to the appropriate official (including, but not limited to, Dr. Unique Morris-Hughes, and the State Workforce Development Board) about equal opportunity matters.
- Undergoing training (at the expense of DOES, when necessary) to maintain competency.
- Publishing and implementing the District of Columbia's Nondiscrimination Plan, including procedures for processing discrimination complaints.
- Ensuring that the duties of the Local-EO Officer is given top priority to adequately accomplish all of his/her responsibilities under WIOA Section 188 and 29 CFR 38.

DOES employs sufficient staff and adequate resources to ensure compliance with the non-discrimination and equal opportunity provisions of Section 188 of the WIOA and with 29 CFR 38. The Local-Level EO Officer generally performs the duties of the position in an independent manner, and has the knowledge, skills, and abilities to perform these duties, including experience with the systems used in developing performance reports, the monitoring of systems and processes, and compliance practices and techniques of the agency. However, staff that is available to assist the Local-Level EO Officer in

completing his/her duties include, but are not limited to, a Disability Coordinator, Language Access Coordinator, and an Equal Opportunity Investigator, and she meets regularly with and has direct access to the agency Director regarding all related EO matters, complaints, and investigations.

The names of WIOA EO Officer are provided to all the local one stop centers and grant recipients via DC-WIGL-2017-005 regarding WIOA requirements to provide initial and continuing notice of nondiscrimination and forwarding copy of notice of nondiscrimination handout and instructions for dissemination. (See Appendix I-1). Registrants, eligible applicants, participants, claimants, employees and applicants for employment, as well as interested members of the public and any others, are made aware of the local EO Officer through the “Equal Opportunity Is the Law” notice provided via enrollment and application forms, policies, fliers and pamphlets and posted wherever WIOA services are provided. (see Part III, Notice and Communication, *infra*).

Support and Training

The State EO Officer has a system of communication and is proactive in providing with non-discrimination and equal opportunity information and identifying and meeting training needs to ensure EO Officers/contacts who have been assigned responsibilities under nondiscrimination and equal opportunity provisions are aware of and can effectively carry out their responsibilities under WIOA Section 188 and 29 CFR Part 38. The State EO Officer holds mandatory training at least every two-years reviewing any Nondiscrimination Plan updates. (Appendix II-3). This training focuses on ensuring that those staff with the critical role of ensuring nondiscrimination in the provision of services are knowledgeable and understand the requirements in the equal opportunity regulations and the District’s Nondiscrimination Plan.

The Local EO Officer is responsible for EO training for local service delivery staff members. These efforts help ensure that all local service delivery staff members, including sub-recipient staff, maintain a clear understanding of nondiscrimination and equal opportunity requirements, thus ensuring compliance with applicable laws and regulations.

In addition, WIOA EO Officers, contacts, and staff are afforded the opportunity to receive EO related trainings, at the recipient’s expense, in order to coordinate the recipient’s obligations under the nondiscrimination and equal opportunity provisions of Section 188 of WIOA and 29 CFR Part 38.

<p><i>Equal Opportunity Officer obligations for small recipients and service providers</i> <i>29 CFR 38.32 and 38.33</i></p>
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Small recipients, as defined at 29 CFR 38.4(hhh), are not required to designate an EO Officer with the full range of responsibilities listed in §38.31, but they must designate an individual who will be responsible for adopting and publishing complaint procedures, and processing complaints, as explained in §§38.72 through 38.75.

Service providers, as defined at 29 CFR 38.4(ggg) are not required to appoint an EO Officer; the Local-Level EO Officer is responsible for ensuring that service providers comply with WIOA Section 188.

Documentation:

Appendix II-1 State organizational chart

Appendix II-2 DOES organizational chart

Appendix II-3 2017 EO Officer Training

Appendix II-4 2018 EO Officer Training

ELEMENT III: *Notice and Communication*

(CFR 38.34-39)

Recipients' obligations to disseminate equal opportunity notice
29 CFR 38.34-38.39

As prescribed under Title 29 Part 38.34-39 the District ensures awareness and understanding of its non-discrimination/equal opportunity policy and procedures by providing notice in conspicuous locations frequented by registrants, applicants, and eligible applicants/registrants; participants; applicants for employment and employees; unions or professional organizations that hold collective bargaining or professional agreements with the recipient; sub-recipients that receive WIOA Title I financial assistance from the recipient; and members of the public, including those with impaired vision or hearing and those with limited English proficiency. The “Equal Opportunity Is the Law” notice is:

- distributed by the State WIOA EO Officer electronically (in English and Spanish) and can be edited to include recipient’s EO Officer/contact information before being printed and posted; (Appendix III-1) and (Appendix III-2).
- posted prominently, in reasonable numbers and places, in available and conspicuous physical locations and is available in a Section 508-compliant format on the recipient's Web site pages;
- disseminated in internal memoranda and other written or electronic communications with staff; and
- included in employee and participant handbooks or manuals regardless of form, including electronic and paper form if both are available. (Appendix III-3).

The goal is specifically accomplished by placing notices of non-discrimination and equal opportunity on the bulletin boards of the waiting areas for customers in each American Job Center. The placements in those locations ensure that users of our workforce system are made aware of the right to file complaints, if they feel they have been discriminated against, as well as the procedures for filing a discrimination complaint. Additionally, notices are placed on the bulletin boards located in the staff break area to ensure their familiarity with the policy. The District’s “Equal Opportunity is the Law” notice complies with the required wording as identified in 29 CFR 38.35.

The District of Columbia contracts with several agencies to provide both telephonic and in-person interpretive services, for limited-English proficient (LEP) customers and persons with disabilities. The contractors are available to provide translative services as needed.

Individuals with disabilities. The District ensures that communications with individuals with disabilities are as effective as communications with others to promote access and equal opportunity to participate in WIOA Title I programs and activities. This means that, customers with disabilities accessing services through the American Job Centers may request an accommodation, based on their specific disability, and upon request, and at no cost to the individual, recipients are required to provide appropriate auxiliary aids and services to qualified individuals with disabilities.

Auxiliary aids and services include, but are not limited to:

- Sign Language Interpreter

- Braille Sense U2 Mini
- DaVinci Pro 24 with OCR
- Dell AX 210 Speakers
- Dell P2217H Monitor
- JAWS software v.18 with SMA: Screen Reader for non-visual
- JSay 15.0 software to bridge JAWS and Dragon NS
- Sony ICD-PX333 Digital Voice Recorder
- Standard Keyboard
- TTY Phone
- UbiDuo2
- Zoom Text Keyboard
- Zoom Text with SMA
- ZVRS Videophone
- Goldtouch Adjustable Keyboard
- Logitech Trackman Marble mouse
- Contour Roller Mouse Pro 2
- Sapphire Portable Video Magnifier

The State EO Officer has published reasonable accommodations policies and procedures to promote nondiscriminatory delivery of aid, training, services, benefits, and employment for qualified individuals with disabilities. (Appendix III-4).

The “Equal Opportunity is the Law” notice is provided in alternative formats (*e.g.*, Braille, large print, Section 508-compliant electronic format, audio tape), and may be provided to visually impaired/blind customers upon request.. The notice is read and/or explained to individuals with disabilities at intake, orientation, and at other regular points of interaction on request.

The District relies, in large part, on the State Relay system to communicate with persons who are deaf, speech impaired or hard of hearing. The number throughout the District, as with most states is “711.” The numbers are listed on the EO notice and tagline, and other communications with the public. The District has found the State Relay system to be more user friendly than the conventional TDD/TYY units, with no special equipment needed for either the caller or receiver, making calls to employers much simpler for job seeking customers with hearing or speech difficulties.

Limited English proficient individuals. The District promotes meaningful access, and meaningful opportunity to participate in, WIOA programs and activities for LEP persons through (1) oral interpretation, and/or (2) written translation. Interpretation and translation services are provided free of charge to customers. Staff have “I speak” cards available for in-person engagements with LEP persons, and these cards also contain instructions for use of language line services to facilitate oral interpretation. (Appendix III-5). These services are provided free-of-charge to the LEP customer. Starting January 3, 2019, the preferred language of the LEP applicant, registrant, participant, and terminatee is recorded in a confidential manner in the individual’s record. (Appendix III-6).

The “Equal Opportunity is the Law” notice is provided in languages other than English for limited English proficient individuals to promote meaningful access and meaningful participation in WIOA Title I

programs and activities. The notice is available in Arabic, Chinese and Spanish. The District is getting the notice translated in another top language—Amharic.

The notice, in the preferred language or format of the customer or employee, or in alternative formats for individuals with disabilities, is part of the participant’s or employee’s electronic and/or paper file to document the participant’s or employee’s receipt of the notice and a notation is made to the file indicating the accommodation.

Publications, broadcasts, and other communications
29 CFR 38.38

The District ensures any recruitment brochures, publications, and other media messages indicates that the WIOA Title I-financially assisted program or activity in question is an **“equal opportunity employer/program,”** and that **“auxiliary aids and services are available upon request to individuals with disabilities,”** in recruitment brochures and other materials that are ordinarily distributed or communicated in written and/or oral form, electronically and/or on paper, to staff, clients, or the public at large, to describe programs financially assisted under Title I of WIOA or the requirements for participation by recipients and participants. (Appendix III-7). Where such materials indicate that the District may be reached by voice telephone, the materials will also prominently provide the telephone number of the text telephone (TTY) or equally effective telecommunications system, such as a relay service, videophone, or captioned telephone.

The District will not communicate any information that suggests, by text or illustration, that the recipient treats beneficiaries, registrants, applicants, participants, employees, or applicants for employment differently on any prohibited basis, except as such treatment is otherwise permitted under Federal law.

Communication of notice in orientations
29 CFR 38.39

During each presentation to orient new participants, new employees, and/or the general public to its WIOA Title I-financially assisted program or activity, in person or over the internet or using other technology, the District will include a discussion of rights and responsibilities under the nondiscrimination and equal opportunity provisions of WIOA and 29 CFR 38, including the right to file a complaint of discrimination with the District or the CRC Director. (Appendix III-8). This information will be communicated in appropriate languages as required in 29 CFR 38.9 and in formats accessible for individuals with disabilities as required.

Documentation:

Appendix III-1 “Equal Opportunity is the Law” notice in English

Appendix III-2 “Equal Opportunity is the Law” notice in Spanish

Appendix III-3 “Equal Opportunity is the Law” notice signature form

Appendix III-4 WIOA Section 188 reasonable accommodations policies and procedures

Appendix III-5 “I speak” card with language line information

Appendix III-6 LEP data record

Appendix III-7 Sample brochure

ELEMENT IV: *Affirmative Outreach*

(CFR 38.40)

Affirmative Outreach
29 CFR 38.40

Affirmative outreach addresses how the District of Columbia and its recipients are complying with the requirements relating to the provision of universal access to programs and activities, and affirmative action regarding hiring and promotions. The District takes proactive steps to ensure that equal access is provided for all WIOA Title I-financially assisted programs and activities. These steps involve reasonable efforts to include members of different sexes and various racial, ethnic, religious, and age groups, as well as individuals with disabilities and individuals with Limited English Proficiency (LEP).

The District has communicated the obligation of recipients to conduct outreach efforts in order to broaden the composition of the pool of those considered for participation or employment in their programs and activities. All materials (printed or electronic, written or oral form) for programs funded under WIOA will be provided in relevant formats. Alternative formats may be provided for individuals who have Limited English Proficiency (LEP). The tagline that we are an equal opportunity employer is included with the TDD number on communications, such as brochures, pamphlets and online searches. (See Appendix III-7).

The Workforce and Federal Programs division within DC Department of Employment Services engages in multiple monthly outreach activities. The division has built very strong partnerships with community organizations, the business community, educational partners and local government entities (city/county). In a normal year, DOES engages in hundreds of events and with thousands of individuals. Below are some examples that just briefly cover normal monthly outreach activities throughout any given year.

In a further proactive effort to provide meaningful access to the Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) community, DOES and the Office of LGBTQ Affairs created a Memorandum of Agreement (MOA) that DOES would provide a Workforce Development Specialist (WDS) to be stationed at the LGBTQ office, conducting orientations, work readiness workshops, registering individuals into DCNetworks, and referring individuals to DOES services, including occupational skills training, employment opportunities, and other supportive services.

In March 2019, DOES held the Millennial LGBTQ employment pre-screening event that was a hiring event specifically for the LGBTQ community. During this event, customers were able to interview with employers including the YMCA of Metropolitan Washington, Reading Partners, DC Fire & EMS, Jackson & Campbell, P.C., Chad O'L Public Relations & Events LLC, J & A Hospitality, The LINE Hotel, Aramark and Elizabeth Glaser Pediatric AIDS Foundations.

DOES has taken an active approach towards creating a workforce environment that is inclusive and welcoming including those in the LGBTQ community, remaining committed to ensuring everyone has an equal and fair-shot to access the pathway to the middle-class.

Additionally, the Workforce on Wheels (WOW) team is an innovative mobile service operation developed to address the needs of District residents in the communities where they live. It is:

- Commissioned to serve constituents in underserved communities, bringing the American Job Center (AJC) resources and services to neighborhoods where access is often limited;
- Equipped with workforce programming and employer services, providing opportunities for District residents to prepare for employment opportunities and businesses to connect with qualified applicants; and
- Staff with DOES Community Ambassadors, deployed to engage and educate partners and stakeholders in areas of workforce development while providing residents with employability tools to guide them on a pathway to the middle class.

The District partners with a number of agencies to provide employment and training services to District residents. Partners include the District of Columbia Department on Disability Services, Rehabilitative Services Administration (assisting individuals with disabilities) and the Office of the State Superintendent of Education (adult education and literacy programs).

To improve the coordination of service delivery between required WIOA partner agencies, DOES offers the ability for partners to either co-locate within the American Job Center (AJC) or at a partner organization, providing District residents easy access to a one-stop service model to include the following partner agencies:

- DC Department of Disability Services/Rehabilitation Services Administration;
- Office of the State Superintendent of Education (OSSE) Job Corps; and
- DC Department of Human Services (DHS).

The District will continue to make efforts to broaden the composition of those considered for participation or employment in their programs and activities through means such as:

- Advertising the recipient's programs and/or activities in media, such as newspapers or radio programs, that specifically target various populations;
- Sending notices in appropriate languages and alternative formats about openings in the recipient's programs and/or activities to schools or community service groups that serve various populations;
- Identifying and partnering with appropriate community service groups to improve the recipient's outreach and service to various populations;
- Providing access to services for persons of all levels of computer literacy;
- Providing assistance using the self-service component of the one-stop center; and
- Conducting periodic evaluations of job qualifications to ensure that they are not discriminatory.

The District continually stresses to recipients the importance of their obligation to expand the diversity of the participant pool and staffing selections, and continues to provide training to ensure staff is knowledgeable about the District's commitment to providing meaningful access to services.

The District monitors and evaluates the success of recipient efforts to broaden the composition of those considered for participation and employment in their programs and activities, as described above. The EO Officers are responsible for monitoring recipient programs and ensuring compliance with the affirmative outreach element of nondiscrimination and equal opportunity provisions of WIOA Section 188. (See Appendix VII-1, *infra*).

ELEMENT V:

Data and Information Collection and Maintenance

(CFR 38.41-45)

<p><i>Collection and maintenance of equal opportunity data and other information</i> 29 CFR 38.41</p>

All recipients are responsible for collecting and maintaining client and potential client information. The District collects data and maintains records as identified in 29 CFR 38.41 and in accordance with established policies and procedures. (Appendix V-1). The system and format of data collection and record maintenance are designed to allow the State EO Officer and the Civil Rights Center (CRC) to conduct statistical or other quantifiable data analyses to verify the District's compliance with Section 188 of WIOA and 29 CFR Part 38.

Such records include, but are not limited to, records on:

- applicants
- registrants
- eligible applicants/registrants
- participants
- terminees
- employees and
- applicants for employment.

Effective October 1, 2019, the District requires individuals to register in the DCNetworks system should they seek services through the department with no exceptions. DCNetworks is the official system of record for all data tracking and reporting. The race/ethnicity, sex, age, and disability status (when known) of every applicant, registrant, participant, terminee, applicant for employment, and employee will be recorded. (Appendix V-2). Beginning on January 3, 2019, the District also started recording the limited English proficiency and preferred language of each applicant, registrant, participant, and terminee. (see Appendix III-4). Such information will be stored confidentially and only be used for the purposes of recordkeeping and reporting; determining eligibility (where appropriate for WIOA Title I-financially assisted programs or activities); determining the extent to which the recipient is operating its WIOA Title I-financially assisted program or activity in a nondiscriminatory manner; or other use authorized by law.

The District provides, as required in 29 CFR 38.41, for the confidentiality of information collected and maintained regarding the disabilities of individuals. Any medical or disability-related information obtained about a particular individual, including information that could lead to the disclosure of a disability, is collected on separate forms. All such information, whether in hard copy, electronic, or both, will be maintained in one or more separate files, apart from any other information about the individual, and treated as confidential. All such files will be locked or otherwise secured (for example, through password protection). (Appendix V-1).

No medical or disability information is made available to any non-authorized person. Persons in the following categories may be informed about an individual's disability or medical condition and have access to the information in related files under the following listed circumstances:

- program staff who are responsible for documenting eligibility, where disability is an eligibility criterion for a program or activity
- first aid and safety personnel who need access to underlying documentation related to a participant's medical condition in an emergency
- government officials engaged in enforcing this part, any other laws administered by the Department, or any other Federal laws (See also 29 CFR 38.44)

Additionally, persons in the following categories may be informed of an individual's disability or medical condition but may not have access to the information in related files:

- supervisors
- managers
- other necessary personnel

(Appendix V-1).

The EO Officers/contacts maintain, and submit to CRC upon request, a log of complaints filed alleging discrimination on one or more of the basis(es) prohibited by WIOA Section 188. The log includes:

- the name and address of the complainant
- the basis of the complaint
- a description of the complaint
- the date the complaint was filed
- the disposition and date of disposition of the complaint
- other pertinent information

The EO Officer/contacts inform the State-level EO Officer about the complaints and investigations, and submit updates on an as needed basis.

Any information that could lead to identification of a particular individual as having filed a complaint will be kept confidential to the maximum extent practicable. Where designation of individuals by race or ethnicity is required, the guidelines of the Office of Management and Budget will be used.

The guidelines of the Office of Management and Budget will be used where designation of individuals by race or ethnicity is required. (Appendix V-1).

Information to be provided to the Civil Rights Center by grant applicants and recipients
29 CFR 38.42

The following is all in addition to the information which must be collected, maintained, and, upon request, submitted to CRC under 29 CFR 38.41.

Each grant applicant and recipient must promptly notify the CRC Director when any administrative enforcement actions or lawsuits are filed against a recipient alleging discrimination on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political

affiliation or belief, or, for beneficiaries, applicants, and participants only, on the basis of citizenship or participation in a WIOA Title I-financially assisted program or activity. For service providers, as defined at 29 CFR 38.4(ggg), the Local-Level EO Officer will promptly notify the State EO Officer of any administrative enforcement actions or lawsuits filed against the recipient on a basis prohibited under WIOA Section 188. In addition, District policy requires recipients to notify the CRC Director under 29 CFR 38.42(a) and the DC WIC concurrently. This notification will include:

- the names of the parties to the action or lawsuit
- the forum in which each case was filed
- the relevant case numbers

As part of a compliance review conducted under 29 CFR 38.63 or monitoring activity carried out under 29 CFR 38.65, each recipient will provide the following information:

- the name of any other Federal agency that conducted a civil rights compliance review or complaint investigation, and that found the grant applicant or recipient to be in noncompliance, during the two years before the grant application was filed or CRC began its examination; and
- information about any administrative enforcement actions or lawsuits that alleged discrimination on any protected basis, and that were filed against the grant applicant or recipient during the two years before the application or renewal application, compliance review, or monitoring activity. This information must include:
 - the names of the parties
 - the forum in which each case was filed
 - the relevant case numbers

At the discretion of the CRC Director, grant applicants and recipients may be required to:

- provide, in a timely manner, any information and data that the CRC Director considers necessary to investigate complaints and conduct compliance reviews on bases prohibited under nondiscrimination and equal opportunity provisions;
- provide, in a timely manner, the particularized information and/or to submit the periodic reports that the CRC Director considers necessary to determine compliance with nondiscrimination and equal opportunity provisions;
- submit, in a timely manner, the particularized information that the CRC Director considers necessary to determine whether or not the grant applicant, if financially assisted, would be able to comply with nondiscrimination and equal opportunity provisions

The guidelines of the Office of Management and Budget will be used where designation of individuals by race or ethnicity is required. (Appendix V-1).

<p><i>Required maintenance of records by recipients</i> 29 CFR 38.43</p>
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The District will maintain the following records, whether they exist in electronic form (including email) or hard copy, for a period of not less than three years from the close of the applicable program year:

- the records of applicants, registrants, eligible applicants/registrants, participants, terminees, employees, and applicants for employment

- such other records as are required under this part or by the Director

All files relevant to a complaint investigation or compliance review will be maintained for a period of not less than three years from the date of final action related to resolution of the complaint or compliance review. (Appendix V-1).

CRC access to information and information sources.
29 CFR 38.44

The District will permit access by the CRC Director or the Director's designee during its hours of operation while in the course of the investigation as required in 29 CFR 38.44.

The District asserts that considerations of privacy or confidentiality are not a basis for withholding information from CRC and will not bar CRC from evaluating or seeking to enforce compliance with nondiscrimination and equal opportunity provisions

Whenever any information that the CRC Director asks a grant applicant or recipient to provide is in the exclusive possession of another agency, institution, or person, and that agency, institution, or person fails or refuses to furnish the information upon request, the District will certify to CRC that it has made efforts to obtain the information and that the agency, institution, or person has failed or refused to provide it. (Appendix V-1).

Confidentiality responsibilities of grant applicants, recipients, and the Department
29 CFR 38.45

The District and the CRC will keep confidential to the extent possible, consistent with a fair determination of the issues, the identity of any individual who furnishes information relating to, or assists in, an investigation or a compliance review, including the identity of any individual who files a complaint. An individual whose identity is disclosed will be protected from retaliation as described in 29 CFR 38.19.

Documentation:

Appendix V-1 Policies and procedures for data collection and maintenance

Appendix V-2 DCNetworks Data Collection

ELEMENT VI: *Mayor's Oversight and Monitoring Responsibilities for State Programs*

(CFR 38.51-52)

Oversight and monitoring for State Programs
29 CFR 38.51

The District of Columbia has established procedures to periodically monitor compliance with WIOA Section 188 and 29 CFR Part 38, including a determination as to whether each recipient is conducting its WIOA financially assisted program or activity in a non-discriminatory way. Monitoring recipients to ensure their programs and activities are operating in a nondiscriminatory manner involves, at a minimum:

- ensuring compliance with nondiscrimination and equal opportunity provisions and negotiating, where appropriate, with a recipient to secure voluntary compliance when noncompliance is found under 29 CFR 38.91(b)
- annually monitoring the compliance of the District with WIOA section 188 and 29 CFR 38, including a determination as to whether the District is conducting its WIOA Title I-financially assisted programs and activities in a nondiscriminatory way. At a minimum, each required annual monitoring review must include:
 - a statistical or other quantifiable analysis of records and data kept by the District under, including analyses by race/ethnicity, sex, limited English proficiency, preferred language, age, and disability status
 - an investigation of any significant differences identified in 29 CFR 38.51(b)(1) in participation in the programs, activities, or employment provided by the District, to determine whether these differences appear to be caused by discrimination. This investigation must be conducted through review of the District's records and any other appropriate means
 - an assessment to determine whether the District has fulfilled its administrative obligations (for example, recordkeeping, notice and communication) and any duties assigned to it under the Plan

(Appendix VI-1).

In the District, each recipient is reviewed annually through desk and onsite reviews, requested reports (80 Percent Rule, Equity of Service, Staff Data Analysis), unless needed more frequently, to track for compliance issues. The State EO Officer monitors the Local-Level recipient (DOES), and the Local-Level EO Officer conducts annual monitoring of recipients, as defined at 29 CFR 38.4(zz), and service providers, as defined at 29 CFR 38.4(ggg), under its authority (including, but not limited to American Job Centers, One-Stop partners, grant recipients, services providers, including those on the District's Eligible Training Provider List (ETPL), and On-the-Job-Training employers) and submits the Monitoring Report to the State-Level EO Officer. In this way the State-level EO Officer satisfies the requirement in CFR 38.51 to ensure the Mayor's oversight and monitoring of all WIOA Title 1-financially assisted State Programs.

A review schedule is developed at the beginning of each program year identifying when each American Job Center and one-stop system partner is scheduled for a desk and onsite review. Each recipient is sent a letter by the Local-level EO Officer, or designee, notifying them of the review 30 days prior to the review date and provided with a copy of the review schedule along with a copy of the desk review guides that will be utilized during the review. In addition to these scheduled monitoring reviews, the District reserves the right to conduct monitoring throughout the program year as issues arise or are identified that warrant additional monitoring, oversight or follow-up.

The following elements are evaluated to determine compliance with the administrative obligations of 29 CFR 38: Assurances—Sections 38.25 through 38.27; Equal Opportunity Officer—Sections 38.28 through Sections 38.33; Notice and Communication—Sections 38.34 through 38.39; Data and Information Collection and Maintenance—Sections 38.41 through 38.45; Affirmative Outreach—Section 37.40 , and Complaint Processing Procedures—Sections 38.69 through 38.97.

Monitoring also includes an inspection of facility accessibility based on the American Disability Act (ADA) Physical Access Checklist and ADA Accessible Design Checklist, as appropriate. All EO Officers will monitor WIOA Section 188 programs and activities to ensure that qualified individuals with disabilities have access to, and an equal opportunity to participate in, programs and activities through promoting program access, physical access, and effective communication. (Appendix VI-1).

At the conclusion of the review process, the Local-level EO Officer, or a designee, issues a Determination Letter to the recipient within thirty (30) working days of the completion of the review. The Determination Letter identifies areas, in which the recipient is out of or could be out of compliance (discrepancies) and any other areas of concern, and includes recommendations for corrective actions needed to correct deficiencies. The State EO Officer has procedures for obtaining prompt corrective action or, as necessary, applying sanctions when noncompliance is found. (Appendix VI-2). If, through WIOA Section 188 monitoring, compliance reviews, and/or discrimination complaint investigations, the EO Officer identifies one or more violations of WIOA Section 188, the EO Officer shall follow the State EO Officer’s published policies and procedures for determining what corrective actions and/or sanctions shall be applied. A copy shall be maintained by the monitor conducting the review, and a copy shall be provided to the Local-Level EO Officer as well as the District of Columbia State-Level EO Officer.

The Local-level EO Officer, or a designee, may conduct an exit interview with pertinent recipient staff and the Program Director or designee. This conference is a brief discussion of issues or discrepancies identified during the course of the monitoring review.

In addition, the Local-Level EO Officer trains the American Job Center staff and partner staff on the most pressing issues such as sexual harassment, disability awareness or limited English proficiency. During each training cycle a refresher training module is presented, either in person or online, and staff members are provided additional information pertaining to equal opportunity and nondiscrimination training.

*Mayor's liability for actions of recipients the Mayor has financially assisted under Title I of WIOA
29 CFR 38.52*

The Mayor and the District are jointly and severally liable for all violations of the nondiscrimination and equal opportunity provisions of WIOA and 29 CFR 38 committed by the District, unless the Mayor has:

- established and implemented a Nondiscrimination Plan designed to give a reasonable guarantee of the District’s compliance with such provisions
- entered into a written contract with the District that clearly establishes their obligations regarding nondiscrimination and equal opportunity
- acted with due diligence to monitor the District’s compliance with these provisions
- taken prompt and appropriate corrective action to effect compliance

If the CRC Director determines that the Mayor has demonstrated substantial compliance with the requirements of 29 CFR 38.52(a), the CRC Director may recommend to the Secretary of Labor that the imposition of sanctions against the Mayor be waived and that sanctions be imposed only against the noncomplying recipient.

In response to these responsibilities and liabilities the Mayor has designated to the Executive Director of the DC Workforce Investment Council (DC WIC) the authority to develop, maintain, execute and update this NDP, through the State-level Equal Opportunity Officer, who reports to the Executive Director on all matters relating to equal opportunity and non-discrimination. The State EO Officer has procedures for obtaining prompt corrective action or, as necessary, applying sanctions when noncompliance is found. If, through WIOA Section 188 monitoring, compliance reviews, and/or discrimination complaint investigations, the EO Officer identifies one or more violations of WIOA Section 188, the EO Officer shall follow the State EO Officer’s published policies and procedures for determining what corrective actions and/or sanctions shall be applied. (Appendix VI-2).

Documentation:

- Appendix VI-1 Monitoring Tools (District of Columbia WIOA Section 188 Monitoring Tool, the ADA Checklist for Existing Facilities, the ADA Design Checklist)
- Appendix VI-2 Corrective actions and sanctions policies and procedures

ELEMENT VII:

Mayor's Oversight Responsibilities Regarding Recordkeeping

(CFR 38.53)

<i>Oversight Responsibilities</i> 29 CFR 38.53

In accordance with CFR 38.53 the State has modified this Non-discrimination Plan to reflect the Mayor's more direct oversight of the enactment of the Section 188 regulations. The Mayor's designate is the Executive Director of the DC Workforce Investment Council (DC WIC). The State-level Equal Opportunity Officer reports directly to the Executive Director of the DC WIC in all matters related to the execution of and the compliance with these regulations. This new structure, as delineated in the regulations specifically establishes the authority of the State-level Equal Opportunity Officer to enforce and monitor the State's compliance with WIOA regulations. (See Appendix II-1).

The State-Level Equal Opportunity Officer ensures that recipients collect and maintain records in a manner consistent with the provisions of 29 CFR 38.41 and any procedures prescribed by the CRC Director under 29 CFR 38.41(a). (See Appendix IV-1). EO Officers must ensure compliance with the State EO Officer's and DOES EO Officer's data collection policies and procedures. Key requirements covered in the data collection policies and procedures include, but are not limited to, the following:

- Electronic records for participants of WIOA Title I-programs and activities are entered and stored in DC Networks;
- Recipients are required to record the following for every applicant, registrant, participant, terminatee, applicant for employment, and employee:
 - Race/ethnicity (using guidelines from the U.S. Office of Management and Budget)
 - Sex
 - Age
 - Disability status, if known
 - Preferred language of LEP individuals (as of January 3, 2019);
- Medical and disability-related information is treated as confidential and is collected on separate forms and stored in physical and/or electronic files which are apart from any other information maintained about the individual;
- Records of applicants, registrants, eligible applicants/registrants, participants, terminatees, employees, and applicants for employment are maintained for three years from the close of the applicable program year; and
- Discrimination complaint records are maintained for a period of not less than three years from the date of final action related to resolution of the complaint or compliance review.

The Mayor (or his or her designee) ensures that state records are maintained according to the provisions of CFR 38.41. The Governor further ensures, through his designate, that the state and its recipients are able to provide data and reports in the manner prescribed by the CRC Director.

ELEMENT VIII: *Complaint Processing Procedures*

(CFR 38.72-73)

Procedures for processing complaints
29 CFR 38.72

The District has established and published procedures to allow any person who believes that either he or she, or any specifically protected class of individuals, has been or is being subjected to discrimination prohibited by the non-discrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act (WIOA), to file a written complaint, either individually or through a representative. (Appendix VIII-1). Initial and ongoing notice regarding how and where to file a discrimination complaint under WIOA Section 188 is provided to all customers. (see Part III, Notice and Communication, *supra*).

When an individual submits a complaint, the EO Officer or, the person designated to process WIOA Section 188 complaints for small recipients, reviews the complaint and processes it according to the State EO Officer's discrimination complaint procedures.

Complaints must be filed within 180 days from the date of the alleged discrimination. If the complainant makes a request and good cause is shown an extension may be granted. Only the Director of the CRC may grant an extension. The procedures adopted and published by the District for processing permitted complaints state that the District will issue a written Notice of Final Action on complaints within 90 days of the date on which the complaint is filed. These procedures include:

- initial, written notice to the complainant that contains the following information:
 - an acknowledgment that the District has received the complaint
 - notice that the complainant has the right to be represented in the complaint process
 - notice of rights contained in 29 CFR 38.35
 - notice that the complainant has the right to request and receive, at no cost, auxiliary aids and services, language assistance services, and that this notice will be translated into the non-English languages as required in 29 CFR 38.4(h) and (i), 38.34, and 38.36
- a written statement of the issue(s), provided to the complainant, that includes the following information:
 - a list of the issues raised in the complaint
 - for each such issue, a statement whether the District will accept the issue for investigation or reject the issue, and the reasons for each rejection
 - a period for fact-finding or investigation of the circumstances underlying the complaint
 - a period during which the District attempts to resolve the complaint. The methods available to resolve the complaint must include alternative dispute resolution (ADR), as described in 29 CFR 38.72(c)
- a written Notice of Final Action, provided to the complainant within 90 days of the date on which the complaint was filed, that contains the following information:
 - for each issue raised in the complaint, a statement of either:
 - the District's decision on the issue and an explanation of the reasons underlying the decision or a description of the way the parties resolved the issue

- notice that the complainant has a right to file a complaint with CRC within 30 days of the date on which the Notice of Final Action is received if the complainant is dissatisfied with the District’s final action on the complaint.
- the procedures the recipient adopts must provide for alternative dispute resolution (ADR). The recipient's ADR procedures must provide that:
 - the complainant may attempt ADR at any time after the complainant has filed a written complaint with the District, but before a Notice of Final Action has been issued
 - the choice whether to use ADR or the customary process rests with the complainant
 - a party to any agreement reached under ADR may notify the Director in the event the agreement is breached. In such circumstances, the following rules will apply:
 - the non-breaching party may notify with the Director within 30 days of the date on which the non-breaching party learns of the alleged breach
 - the Director must evaluate the circumstances to determine whether the agreement has been breached. If the Director determines that the agreement has been breached, the complaint will be reinstated and processed in accordance with the recipient's procedures

If the parties do not reach an agreement under ADR, and 90 days has lapsed from the date of filing the complaint, the complainant may file a complaint with the Director as described in 29 CFR 38.69-38.71.

Documentation:

Appendix VIII-1 Policies and procedures for handling WIOA Section 188 discrimination complaints

WIC BUDGET, FY2019 AND FY2020, AS OF Jan. 1, 2020 (Q10)

		FY19 Approved Budget	FY19 Revised Budget	FY19 Expenditures	FY19 Difference between Revised Budget and Expenditures (over- or under-spending)	Reason for variation between revised budget and actual expenditures in FY2019	FY20 approved budget	FY20 Revised budget(as of Jan. 1, 2020)	FY20 Q1 expenditures	
Program: Workforce Investment	Program	Total \$	5,107,236.45	4,576,523.86	4,136,304.33	440,219.53				
		Total \$	4,999,404.79	4,576,523.86	4,136,304.33	440,219.53				
		ID-Federal\$	808,510.93	1,057,457.00	1,045,090.96	12,366.04	Variance is due to under-spending in non-personnel services and charges.	-	1,447,080	-
		ID-Local \$	-	-	-	-		486,507	486,507	121,258
	Activity: Workforce Investment	Local \$	4,190,893.86	3,519,066.86	3,091,213.37	427,853.49	Underspending in 2019 is mainly associated with a change in spending plan. The WIC originally plan was to use local funds for the One Stop Operator program, which was later modified to Federal Intra-District funds. Additionally, the WIC had savings from vacant positions (29% of the variance)	4,045,958	4,045,958	215,368
		SPR \$	-	-	-	-		-	-	-
		Total \$	107,831.66	-	-	-		413,752	413,752	-
	Activity: Workforce Investment	ID-Federal\$	107,831.66	-	-	-		-	-	-
		ID-Local \$	-	-	-	-		-	-	-
	Council	Local \$	-	-	-	-		413,752	413,752	-
		SPR \$	-	-	-	-		-	-	-

Q11 FY20 NPS Spending Plan.xlsx

Activity	Funding Priority	Description	Amount
Workforce Investment	OSSE Adult Education and Family Literacy Grant Program	The WIC, through an MOU, provides OSSE with grant funds to develop and implement Integrated Education and Training Program models for specific industries/occupations and work-based learning opportunities to District residents.	\$1,650,000
Workforce Investment	One-Stop-Operator (OSO)	Final option year for DB Grant and Associates to serve as the OSO. The bulk of this contract will support training, outreach/marketing, and coordination of partners.	\$611,338
Workforce Investment	Grants	Building upon the success and lessons learned through the 2019 Strategic Industry Partnerships grant and in alignment with the Board, WIC will fund both direct training in target sectors and system wide supports for pathways/sector strategies.	\$600,000
Workforce Investment	DCKK Continuation Grant	Council approved the rollover of half of the one-time funding to support the expansion and/or replication of a new, fully functional DCKK facility for their training program.	\$500,000
Workforce Investment	Operationalizing Sector Strategies	The WIC will need resources to help operationalize the work from various projects underway, including the state plan and business services landscape analysis.	\$200,000
Workforce Investment	WIOA Technical Expertise and Convening Support	The WIC is in the process of procuring technical expertise to assist with the development and strengthening of WIC's required compliance work, including policy development and training; development of future AIC MOUs; and supports to strengthen the eligible training provider program.	\$125,000
Workforce Investment	WIOA State Plan	Kairos will support data analysis, stakeholder engagement, and the development of the WIOA state plan.	\$225,000
Workforce Investment	Data Governance Support	The WIC will work with a contractor to implement a customized needs assessment and analysis, as well as develop recommendations for the creation of workforce development data governance, data management, data analytics, and data systems.	\$125,000
Workforce Investment	Growth Transitions	During the final option year for Maher and Maher, they will continue to support career pathway and sector strategy work, as well as an environmental survey on employer engagement practices and needs across DC government.	\$114,981
Workforce Investment	Capital City Fellow	The WIC will participate in this mayoral initiative that attracts recent graduates of master's degree to work for DC government. The fellow will be working on career pathway strategies.	\$77,204
		Total	\$4,228,523

Q12 MOUs

INTERAGENCY MOU, FY2019 AND FY2020, INCLUDING ANTICIPATED MOU (Q12)

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
WIC	OSSE	Integrated Education & Training Program	E703	WORKFORCE INVESTMENT	3030	Local	Oct 1, 2018 to Sept 30, 2019	Career Pathway Innovations	\$1,100,000.00	10/3/2018	10/9/2018
DOES	WIC	Workforce Development	4000	Department of Employment Services		Federal	Oct 1, 2018 to Sept 30, 2019	WIOA Support Services	\$1,057,457.00	12/5/2018	12/5/2018
WIC	EOM	OFFICE OF THE MAYOR	2000	WORKFORCE INVESTMENT	3030	Local	Oct 1, 2018 to Sept 30, 2019	EOM Support Services	\$6,000.00	2/27/2019	2/27/2019
WIC	OCTO	APPLICATION SERVICES AND OPERATIONS	2000	WORKFORCE INVESTMENT	3030	Local	Oct 1, 2018 to Sept 30, 2019	Develop Workforce Development System Expenditure Guide	\$80,000.00	3/8/2019	3/8/2019
WIC	OSSE	Integrated Education & Training Program	E700	WORKFORCE INVESTMENT	3012	Local	Oct 1, 2019 to Sept 30, 2020	Career Pathway Innovations	\$1,650,000.00	9/23/2019	12/10/2019
DOES	WIC	Workforce Development	GW0WI	Department of Employment Services	3030	Federal	Oct 1, 2019 to Sept 30, 2020	WIOA Support Services	\$1,447,079.82	12/11/2019	1/16/2020
WIC	DCHR	Capital City Fellows	N/A	WORKFORCE INVESTMENT	3012	Local	Oct 1, 2019 to Sept 30, 2020	Capital City Fellow	\$77,204.82	10/29/2019	N/A

<p align="center">OFFICE OF THE CHIEF TECHNOLOGY OFFICER GOVERNMENT OF THE DISTRICT OF COLUMBIA</p> 	<p align="center">MOU Executive Brief OCTO Division</p>
<p>OCTO Deputy/Executive: Carol Harrison</p>	<p>Program Manager: Stephen Miller</p>
<p>Agency: Office of the Deputy Mayor for Greater Economic Opportunity (DMGEO)</p>	<p>Dollar Amount: \$80,000.00</p>
<p>Date Submitted: Dec 13 2018 4:26PM</p>	<p>eMOU#: TO0EM0-2019-01150</p>
<p>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.</p>	
<p>Risks: Timeline is very short and runs over end of year holidays. Resourcing schedules will be tight Development, QA timelines will be shortened</p>	
<p>Challenges: Resource commitment Development, QA timelines will be shortened</p>	
<p>Urgency: <input type="checkbox"/> Normal <input checked="" type="checkbox"/> Rush <input type="checkbox"/> Expedite</p>	



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:

Ahna Smith, ED

DISTRICT OF COLUMBIA OFFICE OF THE CHIEF TECHNOLOGY OFFICER

Date:

CTO

Lindsey Parker (OCTO)

INTRA-DISTRICT STANDARD REQUEST FORM

Government of District of Columbia

MOU TO0EM0-2019-01150
Number:

Date of 01/18/2019
MOU:

Buyer Information

Agency DMGEO
Name:

Agency EM0
Code:

Name of Frehiwot Deresso
Contact:

Address: 441 4th St. NW. Suite 890N

Telephone #: (202) 727-1027

Fax #:

Frehiwot Deresso

Date: 01/03/2019

Signature

Seller Information

Agency OCTO
Name:

Agency TO0
Code:

Name of Abdi Yusuf
Contact:

Address: 200 I ST, SE WASHINGTON, DC
20003

Telephone #:

Fax #:

Abdi Yusuf

Date: 01/03/2019

Signature

Service Information and Funding Codes

GOOD/ For Technology related services
SERVICE:

Buyer

AGY	YR	ORG	FUND	INDEX	PCA	OBJ	AOBJ	GRANT	PROJ	AG1	AG2	AG3	AMOUNT
EM0	19	3030	0100	3030L	BUS3 0	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
TO0	19	2000	1363	WD02	20011	4600	4600	N/A	9WDS EM/02	N/A	N/A	N/A	\$40,000.00
TO0	19	2000	1363	WD03	20851	4600	4600	N/A	9WDS EM/03	N/A	N/A	N/A	\$40,000.00

**eMOU Approval History
TO0EM0-2019-01150**

1/7/2020 1:58:43 PM

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
IDSRR 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	
IDSRR Form Signature - OCTO	Yusuf Abdi (OCTO)	Signed	3/8/2019 2:15:50 PM	

**FISCAL YEAR 2019 MEMORANDUM OF UNDERSTANDING
BETWEEN
THE DEPUTY MAYOR FOR GREATER ECONOMIC OPPORTUNITY
AND
THE EXECUTIVE OFFICE OF THE MAYOR'S SUPPORT SERVICES**

I. INTRODUCTION

This Memorandum of Understanding ("MOU") is entered into between the District of Columbia, the buyer agency, The Deputy Mayor for Greater Economic Opportunity (DMGEO) and the seller agency, The Office of Support Services (EOM), individually referred to as the "Party" or collectively referred to herein as the "Parties."

The Deputy Mayor for Greater Economic Opportunity has requested the services of The Executive Office of the Mayor's Support Services to provide telecommunications, transportation, courier, and associated, general administrative services under the agreed upon terms and conditions outlined within the following Statement of work.

II. PROGRAM GOALS AND OBJECTIVES

The primary purpose for this interagency collaboration is for Support Services to facilitate the efforts of The Deputy Mayor for Greater Economic Opportunity's overall agency goals and objectives by providing telecom, transportation, courier, and associated administrative services that shall benefit the District in various facets of operation.

The Office of Support Services' specific performance obligations in providing services to The Deputy Mayor for Greater Economic Opportunity shall be governed by the Statement of work which may be revised by the parties by mutual agreement from time to time without otherwise changing the terms of this MOU.

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 EOM SUPPORT SERVICES

"Support Services" entails services deemed appropriate and necessary in order to maintain and support viable aspects of transportation, courier, and telecom services.

- A. Provide transportation to DMGEO staff to and from desired destination upon request pursuant to driver availability.

- B. Provide interagency courier services upon request and pursuant to driver availability.
- C. Maintain the fixed cost management system to ensure that staff information pertinent to agency communication through such channels as landline, mobile devices, fax, and air cards are accurate and current at all times.
- D. Assign, program, and troubleshoot government issued equipment while implementing standard agency policies and adhering to District wide protocols concerning their issuance and compensation for lost or stolen equipment.
- E. Create and submit requests for credentialing that will allow staff access to the appropriate buildings and work sites.
- F. Create and process "new hire" requests as well as "exiting" employees leaving or transferring within district agencies.
- G. Provide general administrative services pertinent to the execution of the functions outlined within the Scope of Services.

IV. DURATION OF MOU

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

V. AUTHORITY FOR MOU

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

VI. FUNDING PROVISIONS

A. COST OF SERVICES

- 1. Total cost for goods and services under this MOU shall not exceed \$6,000.00 for Fiscal Year 2019. Funding for the goods and services shall not exceed the actual cost of the goods and services,
- 2. In the event of termination of the MOU, payment to Seller shall be held in abeyance until all required fiscal reconciliation, but not longer than September 30th of the current fiscal year.

B. PAYMENT

- 1. Payment for the goods and services shall be made through an Intra-District advance by the Buyer (DMGEO) to the Seller (Support Services) based on the total amount of this MOU.

2. Advances to Seller for the services to be performed/goods to be provided shall not exceed the amount of this MOU.
3. Seller will relieve the advance and bill Buyer through the MOU process only for those goods or services actually provided pursuant to the terms of this MOU. Seller will notify Buyer within forty-five (45) days of the current fiscal year if it has reason to believe that all of the advance will not be billed during the current fiscal year. Seller shall return any excess advance to Buyer by September 30 of the current fiscal year.
4. The Parties' Directors or their designees shall resolve all adjustments and disputes arising from services performed under this MOU. [The Parties may insert a third party District employee to resolve program issues in the event that the Directors cannot resolve a program issue] 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.

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.

VII. COMPLIANCE AND MONITORING

As this MOU is funded by District of Columbia funds, Seller will be subject to scheduled and unscheduled monitoring reviews to ensure compliance with all applicable requirements.

VIII. RECORDS AND REPORTS

The Seller shall maintain records and receipts for the expenditure of all funds provided for a period of no less than three 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 the buyer agency 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, policies. Information received by either Party in the performance of responsibilities associated with the performance of this MOU shall remain the property of Buyer.

X. TERMINATION

Either Party may terminate this MOU in whole or in part by giving 30 calendar days advance written notice to the other Party.

XI. NOTICE

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

Buyer Agency:

Brenda Donald, Interim Deputy Mayor
Office of the Deputy Mayor for Greater Economic Opportunity
2235 Shannon Place SE, Suite 3040, Washington, DC, 20020
Phone: (202) 545-3071

Seller Agency:

Nick Nayak, Special Assistant
Executive Office of the Mayor
1350 Pennsylvania Ave NW – 3rd Floor
Washington, DC 20004
Phone: 202-727-2204

XII. MODIFICATIONS

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

XIII. PROCUREMENT PRACTICES ACT

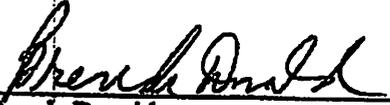
If a District of Columbia agency or instrumentality plans to utilize the goods or services of an agent or third party (e.g., contractor, consultant) to provide any of the goods or services specified under this MOU, then the agency or instrumentality shall abide by the provisions of the District of Columbia Procurement Practices Reform Act of 2010, effective April 8, 2011 (D.C. Law 18-371; D.C. Official Code §2-351 et seq.) 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:

The Office of the Deputy Mayor for Greater Economic Opportunity



Brenda Donald
Interim Deputy Mayor, DMGEO

11-14-18
Date

The Executive Office of the Mayor



John J. Falcicchio
Chief of Staff, EOM

11/14/18
Date

INTRA-DISTRICT STANDARD REQUEST FORM
Government of the District of Columbia

PART I

GENERAL

MOU NUMBER: _____ DATE OF MOU: 10/1/2018

SELLER INFORMATION

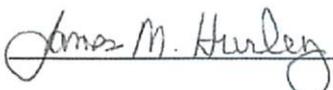
AGENCY: EOM Support Services AGENCY CODE: AA0

NAME OF CONTACT: James Hurley - Agency Fiscal Officer

ADDRESS : 441 4th Street NW, Suite 890N
Washington, DC 20001

TELEPHONE # : 202-727-3605

FAX # : _____

AUTHORIZING OFFICER  DATE: 2, 26, 19

BUYER INFORMATION

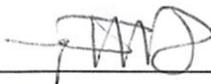
AGENCY: Deputy Mayor for Greater Economic Opportunity AGENCY CODE: EM0

NAME OF CONTACT: Frehiwot Deresso - Agency Fiscal Officer

ADDRESS : 441 4th Street NW, Suite 890 North
Washington DC 20001

TELEPHONE # : 202-727-1259

FAX # : _____

AUTHORIZING OFFICER  DATE: 02, 27, 19

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

**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 United 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.4)	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
WYISPY 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 statutes 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 OPPORUNITY



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 AND 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

INTRA-DISTRICT STANDARD REQUEST FORM
Government of the District of Columbia

PART I

GENERAL

MOU NUMBER: _____

DATE OF MOU: 1/1/05 / 1/8

SELLER INFORMATION

AGENCY: Office of the Deputy Mayor for Greater Economic Opportunity (DMGEO) AGENCY CODE: EMO

NAME OF CONTACT: Frehwiot Deresso

ADDRESS: 441 4th Street, N.W.

Suite 890 N

Washington, D.C. 20001

TELEPHONE #: 202-727-1259

FAX #: 202-727-2202

AUTHORIZING OFFICER 

DATE: 12/05/18

BUYER INFORMATION

AGENCY: Department of Employment Services AGENCY CODE: CFO

NAME OF CONTACT: Natalie Mayers, Agency Fiscal Officer

ADDRESS: 4058 Minnesota Avenue, NE, Suite 5700

Washington, D.C. 20019

TELEPHONE #: 202-727-5145

FAX #: _____

AUTHORIZING OFFICER 
Natalie Mayers, AFO, DES

DATE: 12/5/18

PLEASE SEE NEXT PAGE FOR SERVICE INFORMATION AND FUNDING CODES

INTRA-DISTRICT STANDARD REQUEST FORM
Government of the District of Columbia

Buyer's initials: _____
 Seller's initials: _____

PART II

MOU NUMBER: _____ _____ 2 OF _____ 2

SERVICE INFORMATION AND FUNDING CODES

GOOD/ SERVICE: FY 2019 WORKFORCE INVESTMENT COUNCIL (WIC) - WIOA Support Services

REQUESTED DATE: ___/___/___

TOTAL: \$ 1,057,457.00

	AGY	YR	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	FUND	AG3
SELLER	EMO	19			4600	4600					
BUYER	CF0	19	Various see attached	Various see attached	Various see attached	Various see attached				8200	

GOOD/ SERVICE: _____

REQUESTED DATE: ___/___/___

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

GOOD/ SERVICE: _____

REQUESTED DATE: ___/___/___

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

GOOD/ SERVICE: _____

REQUESTED DATE: ___/___/___

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

Sum of Trans Amt	Grant No	Grant Ph	PCA	Index Code	Comp Object	WIC MOU	
	WADSFY	17	49000	DMGEO	PS	111 CONTINUING FULL TIME	96,665.69
	WADSFY	17	49000	DMGEO	NPS	408 Travel	8,100.00
	WADSFY	17	49000	DMGEO	NPS	201 Office Supplies	1,100.00
	WADSFY	17	49000	DMGEO	NPS	702 Equipment	1,100.00
	WADSFY	18	49000	ADMAB	PS	111 CONTINUING FULL TIME	6,668.62
	WADSFY	18	49000	DMGEO	PS	111 CONTINUING FULL TIME	36,009.66
	WADSFY	18	49000	DMGEO	NPS	409 CONTRACTUAL SERVICES - OTHER	135,841.82
	TOTAL ADULT:						285,485.79
	WDSSFY	17	49000	DMGEO	PS	111 CONTINUING FULL TIME	47,222.85
	WDSSFY	18	49000	ADMDB	PS	111 CONTINUING FULL TIME	6,668.62
	WDSSFY	18	49000	DMGEO	PS	111 CONTINUING FULL TIME	85,452.50
	WDSSFY	18	49000	DMGEO	NPS	201 Office Supplies	1,743.00
	WDSSFY	18	49000	DMGEO	NPS	408 Travel	12,900.00
	WDSSFY	18	49000	DMGEO	NPS	409 CONTRACTUAL SERVICES - OTHER	299,019.25
	WDSSFY	18	49000	DMGEO	NPS	702 Equipment	1,743.00
	TOTAL ADULT:						454,749.22
	WYTSFY	17	49000	DMGEO	PS	111 CONTINUING FULL TIME	132,675.35
	WYTSFY	17	49000	ADM7Y	PS	111 CONTINUING FULL TIME	6,668.62
	WYTSFY	17	49000	DMGEO	NPS	201 Office Supplies	1,230.00
	WYTSFY	17	49000	DMGEO	NPS	408 Travel	9,000.00
	WYTSFY	17	49000	DMGEO	NPS	409 CONTRACTUAL SERVICES - OTHER	166,418.02
	WYTSFY	17	49000	DMGEO	NPS	702 Equipment	1,230.00
	TOTAL YOUTH:						317,221.99
	Grand Total						1,057,457.00

**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:

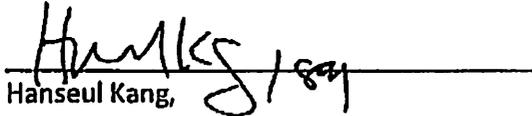
Workforce Investment Council



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


Jacques Harley, Budget Officer

DATE: 10/02/18

BUYER INFORMATION

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

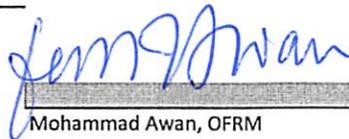
NAME OF CONTACT: Mohammad I. Awan

ADDRESS : 441 Fourth Street, NW Suite 890N
Washington, DC 20001

TELEPHONE # : 202.727.6503

FAX # : _____

AUTHORIZING OFFICER


Mohammad Awan, OFRM

DATE: 10/03/18

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

**MEMORANDUM OF UNDERSTANDING
BETWEEN
DEPUTY MAYOR FOR EDUCATION
WORKFORCE INVESTMENT COUNCIL AND
DEPARTMENT OF EMPLOYMENT SERVICES**

I. INTRODUCTION

This Memorandum of Understanding (MOU) is entered between the Deputy Mayor for Education (DME) 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 United States Department of Labor (DOL).

DME 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 \$1,447,079.82 of the District's WIOA State Set-Aside for federal program year 2020 to the WIC. This amount includes administrative support of the WIC. DME, 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 DME

DME 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.
5. Resolve all the pertinent DOL corrective action plan concerns related to the WIC.
6. Dedicate up to six (6) FTEs to serve in the positions outlined in the chart immediately below, who will support the responsibilities described in Section III. A. The designated positions will be split-funded between WIOA funds and local funds.

Position Title	Time Allocation	Estimated WIOA Funds (transferred from DOES per Section VI.A.1)*	Estimated DME (Local) Funds	Total PS
Executive Director	100%	\$182,630.82	\$20,657.71	\$203,288.53
Deputy Director	100%	\$128,865.33	\$60,234.67	\$189,100.00
Sr. Compliance Manager	100%	\$126,711.64	\$0.00	\$126,711.64
Workforce Specialist	100%	\$120,528.68	\$0.00	\$120,528.68
Program Analyst	50%	\$49,278.85	\$49,278.85	\$98,557.70
Chief of Staff	50%	\$34,639.42	\$101,716.32	\$136,355.74
Totals		\$642,654.74	\$231,887.55	\$874,542.29

* Includes estimated fringe benefits

7. Submit monthly fiscal expenditure reports to DOES.
8. Conduct four (4) business engagement events or activities per fiscal year.
9. Submit to DOES quarterly reports to include business engagement events or activities; Eligible Training Provider List (ETPL) compliance; One-Stop Operator (OSO) implementation; Infrastructure Funding Agreement (IFA) and MOU implementation and compliance.

10. Enter all relevant data and documentation into DCNetworks weekly, specifically new or modified ETPL information, to include program costs, locations, and course offerings.
11. Provide DOES a calendar of meetings and events quarterly.
12. Meet with the DOES Federal Programs team quarterly.

B. RESPONSIBILITIES OF DOES

DOES shall:

1. Report and communicate workforce developments 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 DME 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.6.
5. Provide DME with monthly expenditure report template.
6. Meet with the WIC team quarterly.
7. Provide designated WIC staff access to DCNetworks, along with DCNetworks training and technical assistance.

IV. DURATION OF MOU

- A. The duration of this MOU shall be from the date the last Party signed this MOU through September 30, 2020, 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) and any other authority under the Parties' programs, 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 2020 shall not exceed \$1,447,079.82 which shall include labor, materials, and overhead. DOES agrees to transfer \$1,447,079.82 to the WIC, which is the District's WIOA State Set-Aside for federal program year 2020, 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 DME for \$1,447,079.82 as a one-time advance payable within 30 days after execution of this MOU. Payment of additional carry-over funds may be made through an Intra-District advance by DOES to DME at a later date, if carry-over funds are available.
2. Payment for the goods and services shall not exceed the actual cost of the goods, services.
3. DME 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 following tables and in Appendix A and B.

FY 2020 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	10	\$49,310.32	\$78,531.25	\$54,789.25	\$182,630.82
Deputy Director	MSS 15	\$34,793.64	\$55,412.09	\$38,659.60	\$128,865.33
Sr. Compliance Manager	14	\$34,212.14	\$54,486.01	\$38,013.49	\$126,711.64
Workforce Specialist	13	\$32,542.74	\$51,827.33	\$36,158.60	\$120,528.68
Program Analyst	12	\$13,305.29	\$21,189.91	\$14,783.66	\$49,278.85
Chief of Staff	14	\$9,352.64	\$14,894.95	\$10,391.83	\$34,639.42
Totals		\$173,516.77	\$276,341.54	\$192,796.43	\$642,654.74

FY 2020 WIOA NON-PERSONNEL EXPENDITURES

Description	CS Code	WIOA Adult	WIOA DW	WIOA Youth	Total
Business Services Engagement	40	\$13,500.00	\$21,500.00	\$15,000.00	\$50,000.00
Contractual – One-Stop Operator	40	\$148,817.17	\$237,005.13	\$165,352.42	\$551,174.72
Contractual – WIOA State Plan	40	\$39,150.00	\$62,350.00	\$43,500.00	\$145,000.00
Contractual -Various	40	\$13,500.00	\$21,500.00	\$15,000.00	\$50,000.00
Office Supplies	20	\$1,113.80	\$1,773.83	\$1,237.55	\$4,125.18
Equipment	70	\$1,113.80	\$1,773.83	\$1,237.55	\$4,125.18
Totals		\$217,194.77	\$345,902.78	\$241,327.52	\$804,425.08

FY 2020 WIOA PERSONNEL EXPENDITURES	\$642,654.74
FY 2020 WIOA NON-PERSONNEL EXPENDITURES	\$804,425.08
Total PY 19-20	\$1,447,079.82

- 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 2 CFR 200.
- DME will be responsible for all costs disallowed by DOL.

FY2020 Source of Funding for WIC Intra-District Budget Authority				
Grant No	Grant Title	Grant PY	WIC/DOES	FY 2020 Grant Award
WADSFY Total	WIOA Adult	19-20	WIC	\$390,711.55
WDSSFY Total	WIOA Dislocated Worker	19-20	WIC	\$622,244.32
WYTSPY Total	WIOA Youth	19-20	WIC	\$434,123.95
TOTAL - PY19-20		19-20	WIC	\$1,447,079.82

*DOES commits to transferring \$1,447,079.82 in federal program year 2020 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 statutes 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, DME will be subject to scheduled and unscheduled monitoring reviews by DOL to ensure compliance with all applicable requirements.

VIII. RECORDS AND REPORTS

DME 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
Director
Department of Employment Services
4058 Minnesota Ave. N.E.
Suite 5000
Washington, D.C. 20019
Phone: 202.671.1900

Ahna Smith
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. Any modification shall occur, prior to the expiration of the MOU.

XIII. RESOLUTION OF DISPUTES

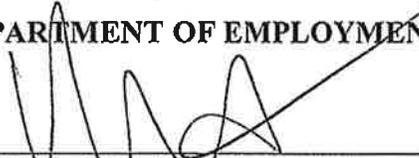
DME and DOES shall resolve all disputes and/or adjustments resulting from goods or services provided under this MOU. In the event the Parties are unable to resolve a financial issue, the matter shall be referred to the Office of Financial Operations and Systems.

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:

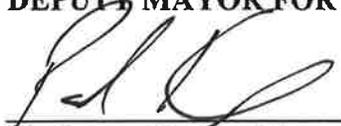
DEPARTMENT OF EMPLOYMENT SERVICES



Dr. Unique Morris-Hughes, Director

Date: 12-9-19

DEPUTY MAYOR FOR EDUCATION



Paul Kihn, Deputy Mayor

Date: 12/11/19

APPENDIX A: FY 2020 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	10	\$49,310.32	\$78,531.25	\$54,789.25	\$182,630.82
Deputy Director	MSS 15	\$34,793.64	\$55,412.09	\$38,659.60	\$128,865.33
Sr. Compliance Manager	14	\$34,212.14	\$54,486.01	\$38,013.49	\$126,711.64
Workforce Specialist	13	\$32,542.74	\$51,827.33	\$36,158.60	\$120,528.68
Program Analyst	12	\$13,305.29	\$21,189.91	\$14,783.66	\$49,278.85
Chief of Staff	14	\$9,352.64	\$14,894.95	\$10,391.83	\$34,639.42
Totals		\$173,516.77	\$276,341.54	\$192,796.43	\$642,654.74

APPENDIX B: FY 2020 WIOA NON-PERSONNEL EXPENDITURES, GRANTS AND CONTRACTS AS NOTED

Description	CS Code	WIOA Adult	WIOA DW	WIOA Youth	Total
Business Services Engagement	40	\$13,500.00	\$21,500.00	\$15,000.00	\$50,000.00
Contractual – One-Stop Operator	40	\$148,817.17	\$237,005.13	\$165,352.42	\$551,174.72
Contractual - WIOA State Plan	40	\$39,150.00	\$62,350.00	\$43,500.00	\$145,000.00
Contractual - Various	40	\$13,500.00	\$21,500.00	\$15,000.00	\$50,000.00
Office Supplies	20	\$1,113.80	\$1,773.83	\$1,237.55	\$4,125.18
Equipment	70	\$1,113.80	\$1,773.83	\$1,237.55	\$4,125.18
Totals		\$217,194.77	\$345,902.78	\$241,327.52	\$804,425.08

**MODIFICATION NO. 1 TO THE
MEMORANDUM OF UNDERSTANDING
BETWEEN
THE WORKFORCE INVESTMENT COUNCIL AND
THE OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION**

This is Modification No. 1 to the Memorandum of Understanding (MOU) between the Workforce Investment Council ("WIC") and the Office of the State Superintendent of Education ("OSSE"), referred to collectively herein as "Parties." This MOU was initially executed by the WIC on June 18, 2019 and OSSE on June 24, 2019, to terminate on September 30, 2020.

Pursuant to Section XII, the Parties now desire to modify the terms and conditions of the MOU in the following manner:

I. Section III, entitled SCOPE OF SERVICES, Subsection A (RESPONSIBILITIES OF WIC), is modified by striking Paragraph 1, and replacing it as follows:

1. Transfer \$1,650,000 to OSSE through an Intra-District Transfer for the services identified below in *Section B: Responsibilities of OSSE*.

II. Section III, entitled SCOPE OF SERVICES, Subsection A (RESPONSIBILITIES OF WIC), is modified by striking Paragraph 2, and re-numbering accordingly;

III. Section III, entitled SCOPE OF SERVICES, Subsection B (RESPONSIBILITIES OF OSSE), is modified by striking Paragraph 1 and replacing it as follows:

Award Adult Education and Family Literacy Act (AEFLA) and WIC grant funds to providers to develop and implement innovative Integrated Education and Training Program models that include the provision of adult education and literacy activities, workforce preparation activities and training for a specific occupation or occupational cluster and work-based learning opportunities to District residents. Select awards will include funding to support:

- a) key personnel and/or consultants (e.g. Transition Specialists, Career Coaches/Navigators) who will be responsible for assisting students in the achievement of core outcomes, with an emphasis on student 1) engagement in work-based learning, 2) placement in employment and 3) admission and persistence in postsecondary education.
- b) stipends or incentives for students who are close to completion and/or during their participation in work-based learning, internships, externships, apprenticeships, etc. and postsecondary education transition activities (e.g. college admission, persistence, etc.).

IV. Section VI, entitled FUNDING PROVISIONS, Subsection A (Cost of Services), is modified by striking Paragraph 1, and replacing it as follows:

1. Total cost for services to be provided under this MOU shall not exceed \$1,650,000 for Fiscal Year 2020. Funding for services shall not exceed the actual cost of the goods or services provided, including labor, materials, and overhead.

V. Section XI, entitled NOTICE, is modified by striking the language and replacing it as follows:

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

For WIC:

Jasmine Illa
Chief of Staff
Workforce Investment Council
2235 Shannon Place, SE, Suite 3031
Washington, DC 20020
Email: Jasmine.illa1@dc.gov
Phone: 202-227-0087

For OSSE:

J. Michelle Johnson
State Director
Adult and Family Education
Office of the State Superintendent of Education
1050 First Street NE
Washington, DC 20002
Email: Jmichelle.johnson@dc.gov
Phone: 202-741-5533 (w)/202-247-6054 (c)"

VI. Appendix A, entitled FY 2020 Career Pathways Funds, is modified by striking the figure "\$1,100,000" everywhere it appears and replacing it with the figure "\$1,650,000"

[Remainder of page left blank intentionally]

IN WITNESS WHEREOF, the Parties hereto have executed this Modification No. 1, which is a modification to the MOU described herein as follows:

WORKFORCE INVESTMENT COUNCIL



Ahnna Smith
Executive Director

9/19/19____
Date

OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION



Hanseul Kang
State Superintendent of Education

9/23/19____
Date



**MEMORANDUM OF UNDERSTANDING
BETWEEN
DC WORKFORCE INVESTMENT COUNCIL
AND
DEPARTMENT OF HUMAN RESOURCES
FOR FISCAL YEAR 2020**

I. INTRODUCTION

This Memorandum of Understanding (“MOU”) is entered into between DC Workforce Investment Council (“WIC” or “Buyer”) and the Department of Human Resources (“DCHR” or “Seller”), collectively the “Parties” and individually a “Party”.

II. LEGAL AUTHORITY FOR MOU

D.C. Official Code § 1-301.01(k) (2016 Repl.), and any other applicable District and federal laws, regulations, and policies.

III. OVERVIEW OF PROGRAM GOALS AND OBJECTIVES

DCHR administers the Capital City Fellows Program (“CCFP”), a program which provides participants (“Fellows”) with unique opportunities to work on a wide range of practical and developmental projects alongside leading professionals and practitioners. Upon completion of the CCFP, Fellows will be able to readily apply these experiences to their future challenges and pursuits.

The Buyer wishes to utilize one (1) of the CCFP Fellows to further its mission, goals and objectives, and provide quality service to the residents of the District of Columbia.

Accordingly, the Buyer and Seller are partnering in an effort to administer and execute a CCFP to jointly provide Master’s and Law Degree students an opportunity to work on a wide range of practical and developmental projects.

IV. 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 hereby agree as follows:

A. RESPONSIBILITIES OF SELLER AGENCY

Through the duration of this MOU, DCHR shall provide the following services:

1. A comprehensive process for the recruitment, assessment and identification of potential program candidates;

2. Provide the Buyer with one (1) Fellow(s) for each six-month rotation of the twelve (12) month fellowship;
3. A learning and development program for Fellows, which includes orientation, workforce development courses, seminars facilitated by guest speakers, engagement activities with leaders of agencies and emerging leaders program participants and alumni, and work that requires Fellows to perform at a Graduate degree level; and
4. As needed, reasonable program guidance to the Buyer in support of the selected Fellows.

B. RESPONSIBILITIES OF BUYER AGENCY

In support of the above services, WIC shall:

1. Provide the funding outlined in this MOU to support one (1) Fellow(s) for the Capital City Fellows Program; and
2. As necessary, provide required information and support to DCHR and other host agencies of CCFP Fellows.

V. DURATION OF THIS MOU

A. PERIOD

The period of this MOU shall be from October 1, 2019 through September 30, 2020, unless terminated in writing by the Parties pursuant to Section XI of this MOU.

B. EXTENSION

The Parties may extend the period of this MOU by exercising a maximum of one (1) one-year option period. Option periods may consist of a fiscal year, a fraction thereof, or multiple successive fractions of a fiscal year. WIC shall provide DCHR with written notice of its intent to exercise an option period sixty (60) days prior to the expiration of the MOU. The exercise of an option is subject to the availability of funds at the time of the exercise of the option.

VI. FUNDING PROVISIONS

A. COST OF SERVICES

1. WIC shall pay the total cost for the goods and services of the CCFP Fellow(s) provided by DCHR, which includes salary and fringe benefits. The total cost for the goods and services under this MOU shall not exceed seventy-seven thousand two hundred four dollars and eighty-two cents from October 1, 2019 through September 30, 2020.
2. Salary: \$61,845.00 x one (1) Fellow(s) = 61,845.00
3. Fringe Benefits: \$15,359.82 x one (1) Fellow(s) = \$15,359.82

4. Funding for goods and services shall not exceed the actual cost of the goods and services provided, including labor, materials and overhead.
5. Total cost is seventy-seven thousand two hundred four dollars and eighty-two cents (\$77,204.82).

B. PAYMENT

1. Payment for the goods and services shall be made through an Intra-District advance by WIC to DCHR based on the total amount of this MOU.
2. Pursuant to the Financial Review Process (“FRP”) mandated by the Office of the Chief Financial Officer, all services provided through Intra-District funding shall be reported monthly in the WIC’s FRP submission to the Office of Budget and Planning.
3. Advances to DCHR for the services to be performed and goods to be provided shall not exceed the total amount of this MOU \$77,204.82.
4. DCHR shall receive the advance and bill WIC through the Intra-District process only for those goods and services actually provided pursuant to the terms of this MOU. DCHR shall notify WIC within forty-five (45) days of the current fiscal year if it has reason to believe that all of the advance will not be billed during the current fiscal year. DCHR shall return any excess advance to WIC within thirty (30) days of the end of the current fiscal year.

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 (2015 Repl. & 2017 Supp.); (iii) D.C. Official Code § 47-105 (2015 Repl.); and (iv) D.C. Official Code § 1-204.46 (2016 Repl.), as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

VII. AMENDMENTS AND MODIFICATIONS

This MOU may be amended or modified only upon prior written agreement of the Parties. Amendments or modifications shall be dated and signed by the authorized representatives of the Parties.

VIII. CONSISTENT WITH LAW

The Parties shall comply with all applicable laws, rules and regulations whether now in effect or hereafter enacted or promulgated, and agree to be governed by the Comprehensive Merit Personnel Act, as implemented by the District Personnel Manual.

IX. COMPLIANCE AND MONITORING

DCHR will be subject to scheduled and unscheduled monitoring reviews of the CCFP by WIC to ensure compliance with all applicable requirements.

X. RECORDS AND REPORTS

DCHR shall maintain records and receipts for the expenditure of all funds provided pursuant to this MOU for a period of no less than three years from the date of expiration or termination of this MOU and, upon the request of WIC or another District of Columbia government agency with legal authority to request review, make these documents available for inspection by duly authorized representatives of WIC or the relevant District of Columbia government agency in its sole discretion.

XI. TERMINATION

Either Party may terminate this MOU in whole or in part by giving sixty (60) calendar days advance written notice to the other Party. In the event of termination of this MOU, DCHR shall return any unused funds after all required fiscal reconciliation, but not later than September 30th of the current fiscal year.

XII. NOTICES

The following individuals are the contact points for each Party:

D.C. WORKFORCE INVESTMENT COUNCIL

Ahnna Smith
Executive Director
2235 Shannon Place, SE, Suite 3031
Washington, DC 20020
(202) 735-4509

Department of Human Resources

Cheryl Robertson
Supervisory Human Resources Specialist (HR Development)
1015 Half Street, SE, 9th Floor
Washington DC 20003
202-442-9624

XIII. PROCUREMENT PRACTICES REFORM 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 instrumentality shall abide by the provisions of the District of Columbia Procurement Practices Reform Act of 2010 (D.C. Official Code § 2-351.01, *et seq.*)(2016 Repl.) to procure the goods or services.

XIV. RESOLUTION OF DISPUTES

The Directors for WIC and DCHR, or their designees, shall resolve all disputes 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, in writing, for final resolution.

XV. CONFIDENTIAL INFORMATION

The Parties to this MOU will use, restrict, maintain, disclose, safeguard and dispose of all information related to services provided under 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 this MOU shall remain the property of WIC.

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

D.C. WORKFORCE INVESTMENT COUNCIL



Ahnna Smith
Executive Director

10/29/2019

Date

D.C. DEPARTMENT OF HUMAN RESOURCES



Ventris C. Gibson
Director

10-9-19

Date

Q14 Interagency Reprog

WIC INTERAGENCY REPROGRAMMINGS, FY2019 AND FY2020 (Q14)

Including anticipated reprogramming for remainder of FY2020

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 (why the funds were available; what they will be used for)
					Program code	Activity code	CSG code	Program code	Activity code	CSG code	
WIC	FEMS	9/30/2019	141,827	Local	3030	3030	0050				Funds were available due to a shift in spending plan (particularly the shift of funding for the OSO project) and program priorities. The reprogramming is needed to assist DCFEMS year-end spending pressure in personnel services
WIC	DGS	9/30/2019	30,000	Local	3030	3030	0050				Funds were available due to a shift in spending plan (particularly the shift of funding for the OSO project) and program priorities. The reprogramming is needed to assist DGS year-end spending pressure in fixed cost

BJDGRP2

Batch 175

Q14.1 Reprogramming (October 2019)

Attachment B -- Local (0100)

Attachment B -- Local (0100)

OPERATING BUDGET REPROGRAMMING REQUEST														
Government of the District of Columbia						Originating Agency Name and Code: Various Agencies (Detailed Below)				Fund and Code: Local Funds (0100)	Budget Fiscal Year: 2019			
APPROVAL REQUIRED FOR THE FOLLOWING:						APPROVAL LEVEL:				Agency Director: Jenny Reed				
X Shift Between Agencies Shift Between Control Centers / Activities Shift Between Responsibility Centers / Programs Shift Within Responsibility Centers/ Programs						Agency Ofc of Budget DC Council US Congress				Agency Director, Operating Budget: Eric M. Cannady				
										Mayor's Budget Director		Jenney Reed		
										Budget Reprogramming Amount Requested: \$				
										Prepared By: Seble Mulaw			DATE: 10/21/19	Total # of Pages: 1
CC/ Program Code	RC/ Activity Code	Agency/ Control Center / Responsibility Center/Program Name	PCA	Index	Object Class	Object	Original Budget Amount	Current Budget Amount	Amount of Decrease (-)	Amount of Increase (+)	Revised Budget Amount			
7000	7004	AM0/ELECTRICITY	70004	7004A	0305	0305	27,837,457.67	27,837,457.67			30,758,942.48			
7000	7006	AM0/WATER	70006	7006A	0307	0307	14,381,289.30	14,381,289.30			16,659,804.49			
0100	1000	GN0/Non-Public Tuition/Non-Public Tuition	00100	NP100	0507	0505	61,523,757.62	865,997.98	(400,000.00)		465,997.98			
2700	2720	BE0/CLASSIFICATION	27200	F0100	0111	0111	998,663.01	998,663.01	(78,000.00)		920,663.01			
2700	2720	BE0/CLASSIFICATION	27200	F0100	0147	0147	229,516.30	229,516.30	(22,000.00)		207,516.30			
4100	4110	RK0/CLAIMS EXAMINATION AND MGMT	41100	4110L	0702	0702	91,500.00	91,500.00	(60,000.00)		31,500.00			
3000	3001	AI0/FEDERAL AND REGIONAL AFFAIRS	30010	30010	0125	0125	120,000.00	120,000.00	(100,000.00)		20,000.00			
2000	2030	CJ0/OFFICE OF THE GENERAL COUNSEL	20300	20300	0111	0111	608,445.78	608,445.78	(100,000.00)		508,445.78			
1000	1090	AS0/PERFORMANCE MANAGEMENT	AMP90	L1130	0111	0111	570,540.69	570,540.69	(25,000.00)		545,540.69			
2000	2001	CG0/LEGAL SUPPORT	12001	20001	0701	0701	45,800.00	45,800.00	(40,000.00)		5,800.00			
2000	2002	CG0/COURT APPEALS	12002	20002	0147	0147	112,243.94	112,243.94	(40,000.00)		72,243.94			
1000	1090	CG0/PERFORMANCE MANAGEMENT	11090	11090	0147	0147	64,664.60	64,664.60	(20,000.00)		44,664.60			
2000	2001	CH0/ADJUDICATION PROCESS	12001	20001	0147	0147	154,539.28	154,539.28	(25,000.00)		129,539.28			
1000	1010	AD0/PERSONNEL	10100	10100	0111	0111	62,690.57	62,690.57	(54,752.07)		7,938.50			
1000	1010	AD0/PERSONNEL	10100	10100	0147	0147	14,341.17	14,341.17	(13,354.36)		986.81			
1000	1020	AD0/CONTRACTING AND PROCUREMENT	10200	10200	0111	0111	228,335.42	228,335.42	(9,788.38)		218,547.04			
1000	1030	AD0/PROPERTY MANAGEMENT	10300	10300	0111	0111	102,938.80	102,938.80	(4,644.69)		98,294.11			
1000	1030	AD0/PROPERTY MANAGEMENT	10300	10300	0147	0147	22,234.79	22,234.79	(3,416.93)		18,817.86			
1000	1040	AD0/INFORMATION TECHNOLOGY	10400	10400	0111	0111	244,283.04	244,283.04	(48,397.51)		195,885.53			
1000	1040	AD0/INFORMATION TECHNOLOGY	10400	10400	0125	0125	88,194.78	88,194.78	(24,390.00)		63,804.78			
1000	1040	AD0/INFORMATION TECHNOLOGY	10400	10400	0147	0147	71,815.22	71,815.22	(45,329.76)		26,485.46			
1000	1050	AD0/FINANCIAL MANAGEMENT	10500	10500	0111	0111	74,125.30	74,125.30	(74,125.30)		0.00			
1000	1050	AD0/FINANCIAL MANAGEMENT	10500	10500	0147	0147	16,811.06	16,811.06	(16,811.06)		0.00			
1000	1050	AD0/FINANCIAL MANAGEMENT	10500	10500	0408	0408	125,000.00	125,000.00	(13,602.08)		111,397.92			
1000	1060	AD0/LEGAL	10600	10600	0111	0111	613,201.34	613,201.34	(35,901.66)		577,299.68			
1000	1085	AD0/CUSTOMER SERVICE	10850	10850	0111	0111	392,299.71	392,299.71	(104,045.25)		288,254.46			
1000	1085	AD0/CUSTOMER SERVICE	10850	10850	0147	0147	85,536.74	85,536.74	(22,023.53)		63,513.21			
2000	2010	AD0/AUDIT	20100	20100	0132	0132	52,982.40	52,982.40	(38,793.83)		14,188.57			
2000	2010	AD0/AUDIT	20100	20100	0147	0147	454,920.62	454,920.62	(32,438.00)		422,482.62			
2000	2030	AD0/INSPECTIONS AND EVALUATIONS	20300	20300	0111	0111	987,562.27	987,562.27	(32,598.84)		954,963.43			
3000	3000	AD0/EXECUTIVE	30010	30010	0408	0408	1,007,508.85	1,007,508.85	(466,134.64)		541,374.21			
3000	3010	AD0/INVESTIGATIONS	30100	30100	0111	0111	1,904,726.82	1,904,726.82	(293,399.30)		1,611,327.52			
3000	3010	AD0/INVESTIGATIONS	30100	30100	0147	0147	393,820.98	393,820.98	(135,579.24)		258,241.74			
4000	4011	AD0/RISK ASSESSMENT AND FUTURE PLANNING	40010	40011	0111	0111	643,117.19	643,117.19	(136,833.33)		506,283.86			
4000	4011	AD0/RISK ASSESSMENT AND FUTURE PLANNING	40010	40011	0147	0147	145,513.32	145,513.32	(53,067.24)		92,446.08			
3000	3030	EM0/WORKFORCE INVESTMENT	BUS30	3030L	0506	0506	2,936,154.24	2,936,154.24	(30,000.00)		2,906,154.24			
2000	2010	EM0/DEPUTY MAYOR FOR GREATER ECONOMIC OPPORT	20000	20000	0111	0111	646,975.79	646,975.79	(170,000.00)		476,975.79			
8000	8030	RLO/PREVENTION SERVICES	80300	AP830	501	501	15,747,256.93	15,747,256.93	(358,173.00)		15,389,083.93			
3800	3880	RM0/ OFFICE OF CLINICAL AND MEDICAL SVS - SHE	3810A	3810A	502	502	1,370,900.00	1,370,900.00	(104,000.00)		1,266,900.00			
2000	2022	JA0/JOB OPPORTUNITY AND TRAINING (TANF)	TJ109	APJOB	0501	0501	3,622,218.56	3,622,218.56	(1,000,000.00)		2,622,218.56			
7000	7030	BD0/7000/7030/STATE DATA CENTER	70300	1000L	0041	0409	817,000.00	817,000.00	(100,000.00)		717,000.00			
1000	1040	CQ0/1000/1040/INFORMATION TECHNOLOGY	91040	1100L	0011	0111	72,348.18	72,348.18	(70,348.18)		2,000.00			
1000	1090	CQ0/1000/1090/PERFORMANCE MANAGEMENT	91090	1100L	0011	0111	351,291.80	351,291.80	(30,000.00)		321,291.80			
3000	3015	CQ0/3000/3015/IN-HOUSE LEGAL REPRESENTATION	93015	1100L	0011	0111	741,239.62	741,239.62	(150,000.00)		591,239.62			
4000	4010	CQ0/4000/4010/POLICY ADVOCACY PROGRAM	94010	1100L	0011	0111	197,808.96	197,808.96	(60,000.00)		137,808.96			
1000	1040	CQ0/1000/1040/INFORMATION TECHNOLOGY	91040	1100L	0014	0147	17,146.52	17,146.52	(16,146.52)		1,000.00			
1000	1090	CQ0/1000/1090/PERFORMANCE MANAGEMENT	91090	1100L	0014	0147	93,570.51	93,570.51	(5,000.00)		88,570.51			
3000	3015	CQ0/3000/3015/IN-HOUSE LEGAL REPRESENTATION	93015	1100L	0014	0147	175,673.80	175,673.80	(57,000.00)		118,673.80			
4000	4010	CQ0/4000/4010/POLICY ADVOCACY PROGRAM	94010	1100L	0014	0147	46,880.73	46,880.73	(20,000.00)		26,880.73			
3000	3030	CQ0/3000/3030/LEGAL SERVICE PROVIDER	93030	1100L	0041	0409	175,000.00	175,000.00	(174,135.30)		864.70			
8000	8020	CQ0/8000/8020/COMMUNITY OUTREACH	98020	1100L	0041	0409	100,000.00	100,000.00	(14,370.00)		85,630.00			
4000	4810	CF0/YEAR-ROUND YOUTH PROGRAM	48100	4810T	0535	0535	646,427.52	646,427.52	(100,000.00)		546,427.52			
9100	9110	DB0/9100/9110/RENTAL HOUSING COMMISSION	09111	9110X	0013	0174	175,633.37	175,633.37	(76,400.00)		99,233.37			
2000	2030	DJ0/2000/2030/DC WATER CONSUMER ADVOCACY AND REP	203DC	L1000	0041	0409	50,000.00	50,000.00	(49,999.00)		1.00			
2000	2030	DJ0/2000/2030/DC WATER CONSUMER ADVOCACY AND REP	203DC	L1000	0040	0408	346,000.00	346,000.00	(45,001.00)		300,999.00			
TOTAL							142,799,905.11	82,142,145.47	(5,200,000.00)	5,200,000.00	82,142,145.47			

Justification of Reprogramming Proposal: to resolve spending pressure

This reprogramming is required to resolve spending pressure

OPERATING BUDGET REPROGRAMMING REQUEST

Originating Agency Name and Code: Various Agencies (Detailed Below) Government of the District of Columbia		Fund and Code: Local Funds (0100)	Fiscal Year: 2019
APPROVAL REQUIRED FOR THE F	APPROVAL LEVEL:	Agency Director: Jenny Reed	
		Agency Director, Operating Budge: Eric M. Cannady	
		Mayor's Budget Director: Jenney Reed	
<input checked="" type="checkbox"/> Shift Between Agencies	<input type="checkbox"/> Agency		
<input type="checkbox"/> Shift Between Control Centers / Activ	<input type="checkbox"/> Ofc of Budget		
<input type="checkbox"/> Shift Between Responsib	<input checked="" type="checkbox"/> DC Council		
<input type="checkbox"/> Shift Within Responsibility Centers/ P	<input type="checkbox"/> US Congress		
		Budget Reprogramming Amount Requested: \$	
		Prepared By: Seble Mulaw	
		DATE: 10/18/19	Total # of Pages: 1

Justification of Reprogramming Proposal: to resolve spending pressure

This reprogramming is required to resolve spending pressure

Keyed into SOAR by: *Robert Wood* SOBA 11/6/19

Released in SOAR by: *Joanne Albechuk* OBA 11/7/19

Approved by: *W Powell* OBA 11/7/19

OPERATING BUDGET REPROGRAMMING REQUEST

Government of the District of Columbia		Originating Agency Name and Code: Various Agencies (Detailed Below)		Fund and Code: (Local Funds (0100))	Budget Fiscal Year: 2019
APPROVAL REQUIRED FOR THE FOLLOWING:		APPROVAL LEVEL:		James DiVito, Army Road	
X	Shift Between Agencies	Account:	Director	James DiVito, Army Road	10/21/19
	Shift Between Control Centers / Activities	Off of Budget:	Director	James DiVito, Army Road	
	Shift Between Responsibility Centers / Programs	DC Council:	Director	James DiVito, Army Road	
	Shift Within Responsibility Centers / Programs	US Congress:	Director	James DiVito, Army Road	
Budget Reprogramming Amount Requested: \$				DATE:	Total # of Pages: 1
Prepared By: Scott Maraw				10/21/19	1

CC/ Program Code	RC/ Activity Code	Agency/ Control Center / Responsibility Center / Program Name	PCA	Index	Object Class	Object	Original Budget Amount	Current Budget Amount	Amount of Decrease (-)	Amount of Increase (+)	Revised Budget Amount
7000	7004	AMW/ ELECTRICITY	70004	70044	0325	0325	27,637,497.87	27,637,497.87		2,521,484.87	30,158,982.74
7000	7006	AMW/ WATER	70006	70064	0307	0307	14,381,282.20	14,381,282.20		16,859,804.49	29,241,086.69
0100	1000	IGN/ Non-Public Tution/ Non-Public Tution	09100	NP100	0507	0050	61,523,757.62	61,523,757.62		2,270,535.19	63,794,292.81
2700	2726	REN/ CLASSIFICATION	27200	FO100	0111	0111	998,663.01	998,663.01	(400,000.00)		598,663.01
2700	2726	REN/ CLASSIFICATION	27200	FO100	0147	0147	229,518.30	229,518.30	(2,000.00)		227,518.30
4100	4110	REG/ CLAIMS EXAMINATION AND MGMT	41100	41100	0702	0702	91,500.00	91,500.00	(50,000.00)		41,500.00
3000	3091	FED/ FEDERAL AND REGIONAL AFFAIRS	30010	30010	0325	0125	120,000.00	120,000.00			120,000.00
2000	2030	CO/ OFFICE OF THE GENERAL COUNSEL	20300	20300	0111	0111	608,445.78	608,445.78	(100,000.00)		508,445.78
1000	1090	AS/ PERFORMANCE MANAGEMENT	10900	11130	0111	0111	570,540.89	570,540.89	(21,000.00)		549,540.89
3000	3091	CO/ LEGAL SUPPORT	12001	20001	0701	0701	45,800.00	45,800.00	(22,300.00)		23,500.00
2000	2092	CO/ COURT APPEALS	12002	20002	0147	0147	112,243.94	112,243.94	(40,000.00)		72,243.94
1000	1090	CO/ PERFORMANCE MANAGEMENT	11000	11000	0147	0147	64,684.80	64,684.80	(2,000.00)		62,684.80
2000	2091	CO/ JUDICATION PROCESS	12001	20001	0147	0147	154,539.28	154,539.28	(21,000.00)		133,539.28
1000	1010	AD/ PERSONNEL	10100	10100	0111	0111	62,690.57	62,690.57	(54,732.07)		7,958.50
1000	1020	AD/ CONTRACTING AND PROCUREMENT	10200	10200	0147	0147	14,341.17	14,341.17	(10,354.36)		3,986.81
1000	1030	AD/ PROPERTY MANAGEMENT	10300	10300	0111	0111	228,335.42	228,335.42	(9,788.38)		218,547.04
1000	1030	AD/ PROPERTY MANAGEMENT	10300	10300	0111	0111	102,936.80	102,936.80	(4,844.60)		98,092.20
1000	1040	AD/ INFORMATION TECHNOLOGY	10400	10400	0147	0147	22,234.79	22,234.79	(3,416.93)		18,817.86
1000	1040	AD/ INFORMATION TECHNOLOGY	10400	10400	0125	0125	244,283.04	244,283.04	(48,397.51)		195,885.53
1000	1040	AD/ INFORMATION TECHNOLOGY	10400	10400	0147	0147	88,194.78	88,194.78	(24,390.00)		63,804.78
1000	1050	AD/ FINANCIAL MANAGEMENT	10500	10500	0111	0111	71,815.22	71,815.22	(45,379.70)		26,435.52
1000	1050	AD/ FINANCIAL MANAGEMENT	10500	10500	0147	0147	74,125.30	74,125.30	(74,125.30)		0.00
1000	1050	AD/ FINANCIAL MANAGEMENT	10500	10500	0147	0147	16,811.06	16,811.06	(16,811.06)		0.00
1000	1090	AD/ FINANCIAL MANAGEMENT	10900	10900	0408	0408	125,000.00	125,000.00	(12,402.08)		112,597.92
1000	1095	AD/ CUSTOMER SERVICE	10950	10950	0111	0111	612,201.34	612,201.34	(38,691.68)		573,509.66
1000	1095	AD/ CUSTOMER SERVICE	10950	10950	0111	0111	392,299.71	392,299.71	(104,043.25)		288,256.46
2000	2010	AD/ AUDIT	20100	20100	0147	0147	85,536.74	85,536.74	(22,023.53)		63,513.21
2000	2010	AD/ AUDIT	20100	20100	0132	0132	52,982.40	52,982.40	(38,703.63)		14,278.77
2000	2030	AD/ INSPECTIONS AND EVALUATIONS	20300	20300	0111	0111	484,920.62	484,920.62	(32,438.00)		452,482.62
3000	3030	AD/ INVESTIGATIONS	30300	30300	0408	0408	987,582.27	987,582.27	(37,588.64)		950,003.63
3000	3010	AD/ INVESTIGATIONS	30100	30100	0111	0111	1,007,508.85	1,007,508.85	(486,134.64)		521,374.21
4000	4011	AD/ RISK ASSESSMENT AND FUTURE PLANNING	40110	40110	0147	0147	1,904,728.82	1,904,728.82	(203,399.30)		1,601,329.52
4000	4011	AD/ RISK ASSESSMENT AND FUTURE PLANNING	40110	40110	0111	0111	393,690.98	393,690.98	(36,821)		356,869.98
4000	4011	AD/ RISK ASSESSMENT AND FUTURE PLANNING	40110	40110	0147	0147	643,117.18	643,117.18	(26,533.33)		616,583.85
3000	3030	EM/ WORKFORCE INVESTMENT	30300	30300	0508	0508	145,513.32	145,513.32	(53,087.24)		92,426.08
2000	2010	EM/ DEPUTY MAYOR FOR GREATER ECONOMIC OPPORT	20000	20000	0111	0111	2,938,154.24	2,938,154.24	(30,000.00)		2,908,154.24
0000	8030	REG/ REGISTRATION SERVICES	80300	80300	0111	0111	646,973.79	646,973.79	(170,000.00)		476,973.79
3500	3860	RM/ OFFICE OF CLINICAL AND MEDICAL SVS - SHE	3810A	3810A	502	502	15,747,256.93	15,747,256.93	(258,173.00)		15,489,083.93
2000	2022	JAG/ JOB OPPORTUNITY AND TRAINING (JATP)	TJ109	APJOB	0501	0501	1,370,900.00	1,370,900.00	(104,000.00)		1,266,900.00
7000	7029	CO/ 7000/ 7000/ STATE DATA CENTER	70200	70200	0041	0409	3,622,218.56	3,622,218.56	(1,000,000.00)		2,622,218.56
1000	1030	CO/ 0000/ 0000/ INFORMATION TECHNOLOGY	91040	11000	0011	0111	817,000.00	817,000.00	(100,000.00)		717,000.00
1000	1050	CO/ 0000/ 0000/ PERFORMANCE MANAGEMENT	91090	11000	0011	0111	72,348.18	72,348.18	(10,348.18)		62,000.00
3000	3018	CO/ 3000/ 3018/ HOUSE LEGAL REPRESENTATION	93015	11000	0011	0111	351,291.80	351,291.80	(30,000.00)		321,291.80
3000	3018	CO/ 3000/ 3018/ HOUSE LEGAL REPRESENTATION	93015	11000	0011	0111	741,239.62	741,239.62	(150,000.00)		591,239.62
3000	3018	CO/ 3000/ 3018/ HOUSE LEGAL REPRESENTATION	94010	11000	0011	0111	197,808.96	197,808.96	(80,000.00)		117,808.96
1000	1040	CO/ 0000/ 0000/ INFORMATION TECHNOLOGY	91040	11000	0014	0147	17,145.52	17,145.52	(16,145.52)		1,000.00
1000	1090	CO/ 0000/ 0000/ PERFORMANCE MANAGEMENT	91090	11000	0014	0147	93,570.51	93,570.51	(5,000.00)		88,570.51
3000	3018	CO/ 3000/ 3018/ HOUSE LEGAL REPRESENTATION	93015	11000	0014	0147	175,673.80	175,673.80	(57,600.00)		118,073.80
4000	4010	CO/ 4000/ 4010/ POLICY ADVOCACY PROGRAM	94010	11000	0014	0147	46,880.73	46,880.73	(20,000.00)		26,880.73
3000	3030	CO/ 3000/ 3030/ LEGAL SERVICE PROVIDER	93030	11000	0014	0409	175,000.00	175,000.00	(174,135.30)		864.70
8000	8020	CO/ 8000/ 8020/ COMMUNITY OUTREACH	80200	11000	0014	0409	100,000.00	100,000.00	(14,370.00)		85,630.00
4000	4810	CO/ YEAR-ROUND YOUTH PROGRAM	48100	48100	0535	0535	840,427.52	840,427.52	(100,000.00)		740,427.52
9100	9110	CO/ 9100/ 9110/ DIFFERENTIAL HOUSING COMMISSION	09110	91100	0013	0174	175,633.37	175,633.37	(76,400.00)		99,233.37
2000	2030	CO/ 2000/ 2030/ WATER CONSUMER ADVOCACY AND REP	2030C	L1000	0041	0409	50,000.00	50,000.00			1.00
2000	2030	CO/ 2000/ 2030/ WATER CONSUMER ADVOCACY AND REP	2030C	L1000	0040	0409	346,000.00	346,000.00	(45,001.00)		300,999.00
TOTAL							142,783,905.11	82,142,145.47	(5,200,000.00)	5,200,000.00	82,142,145.47

Justification of Reprogramming Requests: to resolve spending pressure
This reprogramming is required to resolve spending pressure

Multiple Agencies

7000 - Energy Centrally Managed
30 Energy



2019 OCT 23 PM 4:29
OFFICE OF THE
STREET

MURIEL BOWSER
MAYOR

OCT 23 2019

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004-3001

SUBJECT: FY 2019 Reprogramming Request for \$5,200,000 of Local Funds Budget Authority from Multiple Agencies to the Department of General Services

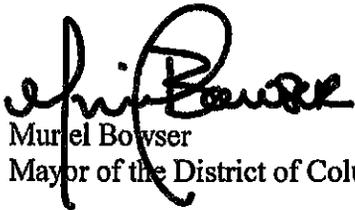
Dear Chairman Mendelson:

I am transmitting a request to reprogram \$5,200,000 of Local funds budget authority from multiple agencies to the Department of General Services (DGS). Pursuant to the Reprogramming Policy Act of 1980, D.C. Official Code § 47-363(a) and to the Consolidated Appropriations Act, 2019, approved February 15, 2019 (P.L. 116-6), I am submitting this request as required. I have also submitted this request to the Chief Financial Officer for certification that funds are available for this reprogramming.

This action will reprogram funds from multiple programs and Comptroller Source Groups (CSGs) in the Office of the Inspector General, Department of Human Services, Office of the Tenant Advocate, Child and Family Services Agency, Office for Non-Public Tuition, Deputy Mayor for Greater Economic Opportunity, Department of Behavioral Health, Office of the Senior Advisor, Office of Planning, D.C. Department of Human Resources, Department of Employment Services, Public Employee Relations Board, Office of Campaign Finance, Office of People's Counsel, Department of Housing and Community Development, Office of Risk Management, Office of Finance and Resource Management, and Office of Employees Appeals, to DGS' Energy – Centrally Managed division, Comptroller Source Group (CSG) 30 (Energy). This reprogramming ensures that DGS will be able to support its financial obligations for electricity and water for the remainder of the fiscal year. Funds are available in the respective agencies because of lower-than-anticipated spending across multiple areas.

Thank you for your consideration of this request. I look forward to the Council's favorable action on this request.

Sincerely,



Muriel Bowser
Mayor of the District of Columbia

Enclosure

cc: Rashad M. Young, City Administrator
Jeffrey S. DeWitt, Chief Financial Officer
Jennifer Budoff, Budget Director, Council of the District of Columbia
Jennifer Reed, Director, Office of Budget and Performance Management, Office of the City Administrator
Angell Jacobs, Deputy Chief Financial Officer and Chief of Staff, Office of the Chief Financial Officer
Gordon McDonald, Deputy Chief Financial Officer, Office of Budget and Planning
Eric M. Cannady, Director, Operating Budget, Office of Budget and Planning
Keith Anderson, Director, Department of General Services
Angelique Hayes Rice, Associate Chief Financial Officer, Government Operations Cluster
Christine Mukolwe, Budget Director, Government Operations Cluster
Henry Wong, Interim Agency Fiscal Officer, Department of General Services
Gianelle Rivera, Deputy Director, Office of Policy and Legislative Affairs, Executive Office of the Mayor

GOVERNMENT OF THE DISTRICT OF COLUMBIA

OFFICE OF THE CHIEF FINANCIAL OFFICER



Jeffrey S. DeWitt
Chief Financial Officer

OCT 23 2019

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004-3001

Dear Chairman Mendelson:

Pursuant to the Reprogramming Policy Act of 1980, D.C. Official Code § 47-363 et seq. and the Consolidated Appropriations Act, 2019, approved February 15, 2019 (P.L. 116-6), the Office of the Chief Financial Officer (OCFO) has reviewed the Mayor's request to reprogram Fiscal Year 2019 Local funds budget authority in the amount of \$5,200,000 from multiple agencies to the Department of General Services (DGS).

This action will reprogram funds from multiple programs and Comptroller Source Groups (CSGs) in the Office of the Inspector General, Department of Human Services, Office of the Tenant Advocate, Child and Family Services Agency, Office for Non-Public Tuition, Deputy Mayor for Greater Economic Opportunity, Department of Behavioral Health, Office of the Senior Advisor, Office of Planning, D.C. Department of Human Resources, Department of Employment Services, Public Employee Relations Board, Office of Campaign Finance, Office of People's Counsel, Department of Housing and Community Development, Office of Risk Management, Office of Finance and Resource Management, and Office of Employees Appeals, to DGS' Energy – Centrally Managed division, Comptroller Source Group (CSG) 30 (Energy). This reprogramming is needed to ensure that DGS will be able to support its financial obligations for electricity and water for the remainder of the fiscal year. Funds are available in the respective agencies because of lower-than-anticipated spending across multiple areas.

The Honorable Phil Mendelson, Chairman

FY 2019 Reprogramming Request for \$5,200,000 of Local Funds Budget Authority from Multiple Agencies to the Department of General Services

Page 2

The Office of Budget and Planning's analysis indicates that the reprogramming will not have an adverse impact on these multiple agencies' budgets or the District's financial plan. The OCFO has no objection to this reprogramming request.

Sincerely,



Jeffrey S. DeWitt
Chief Financial Officer

Enclosure

cc: Muriel Bowser, Mayor of the District of Columbia
Rashad M. Young, City Administrator
Jennifer Budoff, Budget Director, Council of the District of Columbia
Jennifer Reed, Director, Office of Budget and Performance Management, Office of the City Administrator
Angell Jacobs, Deputy Chief Financial Officer and Chief of Staff, Office of the Chief Financial Officer
Gordon McDonald, Deputy Chief Financial Officer, Office of Budget and Planning
Eric M. Cannady, Director, Operating Budget, Office of Budget and Planning
Keith Anderson, Director, Department of General Services
Angelique Hayes Rice, Associate Chief Financial Officer, Government Operations Cluster
Christine Mukolwe, Budget Director, Government Operations Cluster
Henry Wong, Interim Agency Fiscal Officer, Department of General Services
Gianelle Rivera, Deputy Director, Office of Policy and Legislative Affairs, Executive Office of the Mayor



MURIEL BOWSER
MAYOR

OCT 22 2019

Jeffrey S. DeWitt
Chief Financial Officer
Office of the Chief Financial Officer
1350 Pennsylvania Avenue. NW, Suite 209
Washington, D.C. 20004

Dear Mr. DeWitt:

Pursuant to the Reprogramming Policy Act of 1980 (D.C. Official Code § 47-363 et seq.), I am submitting a request to reprogram FY19 operating funds in the amount of \$5,200,000 from multiple agencies to the Department of General Services operating budget to cover financial obligations for electricity and water. The funds will be reprogrammed as outlined on the attached attribute sheet.

Details of the request are contained in the agency's submission. Thank you for your consideration of this request. I look forward to the Chief Financial Officer's favorable review of this request.

Sincerely,

A handwritten signature in black ink that reads "Muriel Bowser".

Muriel Bowser

Enclosure

cc: Gordon McDonald, Deputy CFO for Budget and Planning
John J. Falcicchio, Chief of Staff

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

MEMORANDUM

TO: Office of Policy and Legislative Affairs, EOM

FROM: Jenny Reed *J Reed*
Director, Office of Budget & Performance Management

DATE: October 21, 2019

SUBJECT: FY 2019 Request to Reprogram Local Funds in the Amount of \$5,200,000 from Various Agencies to Department of General Services

This is a request to reprogram local operating budget in the amount of \$5,200,000 from various agencies to Department of General Services (DGS) to cover financial obligations in electricity and water, per the attached attribute sheet.

Why are the funds needed?

This request will provide additional funds to DGS to cover financial obligations in two utilities.

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

No.

How will the funds be reprogrammed?

Please see attached attribute sheet for details.

Why are the funds available?

Local operating budget in amount of \$5,200,000 is available to reprogram to DGS as a result of end-of-year surplus in various agencies.



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

If the action is postponed, DGS will be unable to fully resolve its financial obligations with regards to electricity and water.

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

No other projects will be delayed by this action.

Should you have any questions, please contact Jenny Reed, Director, Office of Budget & Performance Management, at 202.478.9206

Attachment

Cc: Gordon McDonald, Deputy CFO for Budget and Planning

Home > Search Results > Legislation

 (<http://lims.dccouncil.us/Pages/Download.aspx?primer=true>)

 Print to PDF
 (<http://lims.dccouncil.us/LegislationId=REPROG23-0049>)

REPROG23-0049 - Request to reprogram \$5,200,000 of Local Funds Budget Authority from Multiple Agencies to the Department of General Services

Under Council Review

 Legislative Summary		 Other Documents
Legislation Number	REPROG23-0049	
Introduction Date	Oct 23, 2019	
Introduced by	Chairman Mendelson at the request of the Mayor View Introduction (http://lims.dccouncil.us/Download/43457/REPROG23-0049-Introduction.pdf)	
Committee Referral	Retained by the Council	
Current Status	REPROG23-0049 deemed approved on Nov 7, 2019	
Additional Information	Notice is given that the attached request to reprogram \$5,200,000 of Local funds budget authority from multiple	

agencies to the Department of General Services (DGS) was filed in the Office of the Secretary on October 23, 2019. This reprogramming ensures that DGS will be able to support its financial obligations for electricity and water from the remainder of the fiscal year.

The Council's 14 day review begins Thursday, October 24, 2019, and the request will be deemed approved on Thursday, November 7, 2019, unless a notice of disapproval is filed prior to that time which would extend the review period to 30 days. The request would then be deemed approved on the 31st day of receipt unless an approval or disapproval resolution is adopted prior to that time.



<http://lims.dccouncil.us/Pages/Subscribe.aspx?>

[LegNمبر=REPROG23-0049&Title=Request%20to%20reprogram%20%245%2C200%2C000%20of%20Local%20Funds%20Budget%20Authority%20from%20Multiple%20Agencies%20to%20the%20Department%20of%20General%20Services%20](http://lims.dccouncil.us/Pages/Subscribe.aspx?LegNمبر=REPROG23-0049&Title=Request%20to%20reprogram%20%245%2C200%2C000%20of%20Local%20Funds%20Budget%20Authority%20from%20Multiple%20Agencies%20to%20the%20Department%20of%20General%20Services%20)

(/_catalogs/masterpage/_#=#_#disqus_thread)



2019 OCT 23 PM 4:25
OFFICE OF THE
SECRETARY

MURIEL BOWSER
MAYOR

OCT 23 2019

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004-3001

SUBJECT: FY 2019 Reprogramming Request for \$881,827 of Local Funds Budget Authority from Multiple Agencies to the Fire and Emergency Medical Services Department

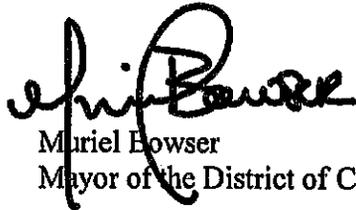
Dear Chairman Mendelson:

I am transmitting a request to reprogram \$881,827 of Fiscal Year 2019 Local funds budget authority from multiple agencies to the Fire and Emergency Medical Services Department (FEMS). Pursuant to the Reprogramming Policy Act of 1980, D.C. Official Code § 47-363(a) and to the Consolidated Appropriations Act, 2019, February 15, 2019 (P.L. 116-6), I am submitting this request as required. I have also submitted this request to the Chief Financial Officer for certification that funds are available for this reprogramming.

Specifically, this action will reprogram funds from the Non-Departmental Account, Comptroller Source Group (CSG) 11 (Regular Pay – Continuing Full Time), the Deputy Mayor for Greater Economic Opportunity's Workforce Investment program, CSG 50 (Subsidies and Transfers), and the Department of Behavioral Health's Saint Elizabeths Hospital division, CSG 50 (Subsidies and Transfers), to FEMS' Administrative Support division, CSG 14 (Fringe Benefits – Current Personnel). This reprogramming is needed to ensure that FEMS will be able to support personal services costs for the remainder of the fiscal year. Funds are available because of lower-than-anticipated expenses across multiple areas.

Thank you for your consideration of this request. I look forward to the Council's favorable action on this request.

Sincerely,



Muriel Bowser
Mayor of the District of Columbia

Enclosure

- cc: Rashad M. Young, City Administrator
Jeffrey S. DeWitt, Chief Financial Officer
Jennifer Budoff, Budget Director, Council of the District of Columbia
Jennifer Reed, Director, Office of Budget and Performance Management, Office of the City Administrator
Angell Jacobs, Deputy Chief Financial Officer and Chief of Staff, Office of the Chief Financial Officer
Gordon McDonald, Deputy Chief Financial Officer, Office of Budget and Planning
Eric M. Cannady, Director, Operating Budget, Office of Budget and Planning
Gregory Dean, Chief, Fire and Emergency Medical Services Department
Barbara J. Bazron, Ph.D., Director, Department of Behavioral Health
Angelique Hayes Rice, Associate Chief Financial Officer, Government Operations Cluster
Delicia Moore, Associate Chief Financial Officer, Human Support Services Cluster
David Garner, Associate Chief Financial Officer, Public Safety and Justice Cluster
Christine Mukolwe, Budget Director, Government Operations Cluster
Stephanie Robinson, Interim Budget Director, Human Supports Services Cluster
Shelly Graham, Budget Director, Public Safety and Justice Cluster
Joyce Jeter, Agency Fiscal Officer, Department of Behavioral Health
Gianelle Rivera, Deputy Director, Office of Policy and Legislative Affairs, Executive Office of the Mayor

GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER



Jeffrey S. DeWitt
Chief Financial Officer

OCT 23 2019

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
John A. Wilson Building
1350 Pennsylvania Avenue, NW, Suite 504
Washington, DC 20004-3001

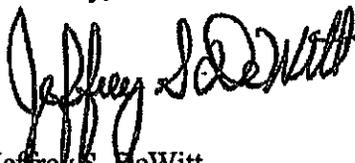
Dear Chairman Mendelson:

Pursuant to the Reprogramming Policy Act of 1980, D.C. Official Code § 47-363(a) and to the Consolidated Appropriations Act, 2019, February 15, 2019 (P.L. 116-6), the Office of the Chief Financial Officer (OCFO) has reviewed the Mayor's request to reprogram Fiscal Year 2019 Local funds budget authority in the amount of \$881,827 from multiple agencies to the Fire and Emergency Medical Services Department (FEMS).

Specifically, this action will reprogram funds from the Non-Departmental Account, Comptroller Source Group (CSG) 11 (Regular Pay – Continuing Full Time), the Deputy Mayor for Greater Economic Opportunity's Workforce Investment program, CSG 50 (Subsidies and Transfers), and the Department of Behavioral Health's Saint Elizabeths Hospital division, CSG 50 (Subsidies and Transfers), to FEMS' Administrative Support division, CSG 14 (Fringe Benefits – Current Personnel). This reprogramming ensures that FEMS will be able to support personal services costs for the remainder of the fiscal year. Funds are available because of lower-than-anticipated expenses across multiple areas.

The Office of Budget and Planning's analysis indicates that the reprogramming will not have an adverse impact on the affected agencies' budgets or the District's financial plan. The OCFO has no objection to this reprogramming request.

Sincerely,



Jeffrey S. DeWitt
Chief Financial Officer

Enclosure

cc: Muriel Bowser, Mayor of the District of Columbia
Rashad M. Young, City Administrator
Jennifer Budoff, Budget Director, Council of the District of Columbia
Jennifer Reed, Director, Office of Budget and Performance Management, Office of the City Administrator
Angell Jacobs, Deputy Chief Financial Officer and Chief of Staff, Office of the Chief Financial Officer
Gordon McDonald, Deputy Chief Financial Officer, Office of Budget and Planning
Eric M. Cannady, Director, Operating Budget, Office of Budget and Planning
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Christine Mukolwe, Budget Director, Government Operations Cluster
Stephanie Robinson, Interim Budget Director, Human Support Services Cluster
Shelly Graham, Budget Director, Public Safety and Justice Cluster
Joyce Jeter, Agency Fiscal Officer, Department of Behavioral Health
Gianelle Rivera, Deputy Director, Office of Policy and Legislative Affairs, Executive Office of the Mayor



MURIEL BOWSER

MAYOR

OCT 22 2019

Jeffrey S. DeWitt
Chief Financial Officer
Office of the Chief Financial Officer
1350 Pennsylvania Avenue. NW, Suite 209
Washington, D.C. 20004

Dear Mr. DeWitt:

Pursuant to the Reprogramming Policy Act of 1980 (D.C. Official Code § 47-363 et seq.), I am submitting a request to reprogram FY19 operating funds in the amount of \$881,827 from multiple agencies to the D.C. Fire and Emergency Medical Services Department operating budget to cover the cost of personnel. The funds will be reprogrammed as outlined on the attached attribute sheet.

Details of the request are contained in the agency's submission. Thank you for your consideration of this request. I look forward to the Chief Financial Officer's favorable review of this request.

Sincerely,

A handwritten signature in black ink that reads "Muriel Bowser".

Muriel Bowser

Enclosure

cc: Gordon McDonald, Deputy CFO for Budget and Planning
John J. Falcicchio, Chief of Staff

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

MEMORANDUM

TO: Deborah George Johnson
Office of Policy and Legislative Affairs
Executive Office of the Mayor

FROM: Jennifer Reed, Director *J. Reed*
Office of Budget and Performance Management
Office of the City Administrator

DATE: October 21, 2019

SUBJECT: **FY 2019 Reprogramming Request for \$881,827 in Local Funds from Multiple Agencies to the Fire and Emergency Medical Services Department**

This is a request to reprogram \$881,827 in Local funds from multiple agencies to the D.C. Fire and Emergency Medical Services Department.

Why are the funds needed?

The funds are required to support personnel costs that cannot be accommodated within the agency's FY 2019 operating budget.

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

No.

How will the funds be reprogrammed?

The funds will be reprogrammed as shown on the attached attributes spreadsheet.

Why are the funds available?

The funds are available due to year-end surpluses. There will be no adverse impact on the programs and services of the agencies involved.



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

The Fire and Emergency Medical Services Department will be anti-deficient in FY 2019.

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

None.

Should you have any questions, please contact Meagan Reed, Budget Analyst, Office of Budget and Performance Management, OCA at meagan.reed@dc.gov or 202-724-5575.

Attachment

cc: Gordon McDonald, Deputy Chief Financial Officer, Office of Budget and Planning

Home > Search Results > Legislation

 (<http://lims.dccouncil.us/Pages/Download.aspx?primer=true>)

 Print to PDF
(<http://lims.dccouncil.us/LegislationId=REPROG23-0053>)

REPROG23-0053 - Request to reprogram \$881,827 of Local Funds Budget Authority from Multiple Agencies to the Fire and Emergency Medical Services Department

Under Council Review

 Legislative Summary		 Other Documents
Legislation Number	REPROG23-0053	
Introduction Date	Oct 23, 2019	
Introduced by	Chairman Mendelson at the request of the Mayor View Introduction (http://lims.dccouncil.us/Download/43461/REPROG23-0053-Introduction.pdf)	
Committee Referral	Retained by the Council with comments from the Committee on Judiciary and Public Safety, Committee on Recreation and Youth Affairs, and Committee on Health	
Current Status	REPROG23-0053 deemed approved on Nov 7, 2019	

Additional Information

Notice is given that the attached request to reprogram \$881,827 of Fiscal Year 2019 Local funds budget authority from multiple agencies to the Fire and Emergency Medical Services Department (FEMS) was filed in the Office of the Secretary on October 23, 2019. This reprogramming is needed to ensure that FEMS will be able to support personal services costs for the remainder of the fiscal year.

The Council's 14 day review begins Thursday, October 24, 2019, and the request will be deemed approved on Thursday, November 7, 2019, unless a notice of disapproval is filed prior to that time which would extend the review period to 30 days. The request would then be deemed approved on the 31st day of receipt unless an approval or disapproval resolution is adopted prior to that time.



[http://lims.dccouncil.us/Pages/Subscribe.aspx?](http://lims.dccouncil.us/Pages/Subscribe.aspx?LegNmbr=REPROG23-0053&Title=Request%20to%20reprogram%20%24881%202C827%20of%20Local%20Funds%20Budget%20Authority%20from%20Multiple%20Agencies%20to%20the%20Fire%20and%20Emergency%20Medical%20Services%20Department%20)

[LegNmbr=REPROG23-0053&Title=Request%20to%20reprogram%20%24881%202C827%20of%20Local%20Funds%20Budget%20Authority%20from%20Multiple%20Agencies%20to%20the%20Fire%20and%20Emergency%20Medical%20Services%20Department%20](http://lims.dccouncil.us/Pages/Subscribe.aspx?LegNmbr=REPROG23-0053&Title=Request%20to%20reprogram%20%24881%202C827%20of%20Local%20Funds%20Budget%20Authority%20from%20Multiple%20Agencies%20to%20the%20Fire%20and%20Emergency%20Medical%20Services%20Department%20)

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Q15 IN-agency reprog

WIC INTRA-AGENCY REPROGRAMMINGS, FY2019 AND FY2020 (Q15)

Including anticipated reprogramming for remainder of FY20

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 (why the funds were available; what they will be used for)
			Program code	Activity code	CSG code	Program code	Activity code	CSG code	
9/13/2019	6,000	Local	3030	3030	0050	3030	3030	0020	Funds were available due to a shift in spending plan (particularly the shift of funding for the OSO project) and program priorities. The reprogramming is needed to hire contractors that will drive the creation of state level policy required under federal law; to purchase technology and supplies for new hires; data initiative that will align key performance indicators for various agencies; as well as to procure items needed for a compulsory board meeting.
9/13/2019	41,999	Local	3030	3030	0050	3030	3030	0040	
9/13/2019	110,001	Local	3030	3030	0050	3030	3030	0041	
9/13/2019	27,000	Local	3030	3030	0050	3030	3030	0070	
5/8/2019	89,785	Intra-District	3030	3035	0011	3030	3030	0050	The budget authority was received in the EM0's FY 2019 budget plan in accordance with the Letter of Intent from DOES. The reprogramming is needed to align resource for the One-Stop-Operator project as per the WIOA MOU with DOES
5/8/2019	18,047	Intra-District	3030	3035	0014	3030	3030	0050	
5/8/2019	10,246	Intra-District	3035	3030	0020	3030	3030	0050	
5/8/2019	125,000	Intra-District	3035	3030	0040	3030	3030	0050	
5/8/2019	220,000	Intra-District	3035	3030	0041	3030	3030	0050	

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



MEMORANDUM

To: Angelique Rice, Associate Chief Financial Officer
Government Operations Cluster

*MZ Buddens
x approved*

Thru *for* Frehiwot Deresso, Agency Fiscal Officer
Government Operation Cluster

C. M. K. T. W. C.

From: Ahnna Smith, Executive Director
Workforce Investment Council
Deputy Mayor for Greater Economic Development

Ahnna Smith

Date: May 7, 2019

Subject: Request for Reprogramming of Intra-District Funds in the Office of the Deputy Mayor for Greater Economic Opportunity (EM0) \$463,078.05

This is to request a reprogramming in the amount of \$463,078.05 (Intra-District Funds) from Personal Services Comp Source (0011 & 014) and Non-Personal Services Comp Source (0020 0040 & 0041) to Non-Personal Services Comp Source (0050).

Why are the funds needed?

Funds are needed to ensure the following:

- The WIC is able to put the funds in the right funds and Comp Source Group.

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 program's goals for FY 2019.

How will the funds be reprogrammed?

See Attached Spread Sheet

Why are the funds available?

The budget authority was received in the Agency's FY 2019 Budget in accordance with the Letter of Intent provided from DOES

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 -- Intra-District Funds (0700)

OPERATING BUDGET REPROGRAMMING REQUEST													
Government of the District of Columbia										Originating Agency Name and Code: Office of the Deputy Mayor for Greater Economic Opportunity (EM0)		Budget Fiscal Year: 2019	
APPROVAL REQUIRED FOR THE FOLLOWING:				APPROVAL LEVEL:				Agency Director: <i>[Signature]</i>					
<input type="checkbox"/> Shift Between Agencies <input checked="" type="checkbox"/> Shift Between Activities <input type="checkbox"/> Shift Between Programs <input type="checkbox"/> Shift Within Programs				<input type="checkbox"/> Agency <input checked="" type="checkbox"/> OBP <input type="checkbox"/> DC Council				Agency CFO: <i>[Signature]</i> Associate CFO: <i>[Signature]</i>		Agency Request Number		1	
Budget Reprogramming Amount Requested:										DATE		Total # of Pages	
Prepared By: M.I.Awan										05/07/19		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
EMO	3030	3030	Workforce Investment	0700	3030I	BUS35	0011	0111	\$ 89,784.90	\$ 89,784.90	\$ (89,784.90)		\$ -
EMO	3030	3030	Workforce Investment	0700	3030I	BUS35	0014	0147	\$ 18,046.76	\$ 18,046.76	\$ (18,046.76)		\$ -
EMO	3030	3030	Workforce Investment	0700	3030I	BUS30	0020	0201	\$ 10,246.39	\$ 10,246.39	\$ (10,246.39)		\$ -
EMO	3030	3030	Workforce Investment	0700	3030I	BUS30	0040	0410	\$ 125,000.00	\$ 125,000.00	\$ (125,000.00)		\$ -
EMO	3030	3030	Workforce Investment	0700	3030I	BUS30	0041	0409	\$ 220,000.00	\$ 220,000.00	\$ (220,000.00)		\$ -
EMO	3030	3030	Workforce Investment	0700	3030L	BUS30	0050	0506	\$ 125,000.00	\$ 125,000.00		\$ 463,078.05	\$ 588,078.05
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
TOTAL									\$ 588,078.05	\$ 588,078.05	\$ (463,078.05)	\$ 463,078.05	\$ 588,078.05

Justification of Reprogramming Proposal: Please see attached

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 05/08/19 09:26 AM
LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: EM0 AY: 19 ORG CODE: 3030 PGM CODE: 3035 FUNC CODE: _____
AP FUND: _____ FUND: 0700 GRANT/PH: _____ PROJECT/PH: _____
COMP SRC/GRP: 0011 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
ORG LEVEL: 03 WORKFORCE INVESTMENT
PGM LEVEL: 02 WORKFORCE INVESTMENT COUNCIL
FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D
INQ YEAR: 19 INQ MONTH: 08 ADJUSTED BUDG: 89,784.90
BUDGET AVAIL: 89,784.90 BUDG % AVAIL: 100.00
EXPEND/BUDG %: 0.00 ALLOT/BUDG %: 0.00
ALLOTMENT BAL: .00 UNEXPND ALLOT: .00
BT TITLE AMOUNT BT TITLE AMOUNT
09 ORIG EXP BU 89,784.90

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 05/08/19 09:26 AM
LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: EM0 AY: 19 ORG CODE: 3030 PGM CODE: 3035 FUNC CODE: _____
AP FUND: _____ FUND: 0700 GRANT/PH: _____ PROJECT/PH: _____
COMP SRC/GRP: 0014 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
ORG LEVEL: 03 WORKFORCE INVESTMENT
PGM LEVEL: 02 WORKFORCE INVESTMENT COUNCIL
FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D
INQ YEAR: 19 INQ MONTH: 08 ADJUSTED BUDG: 18,046.76
BUDGET AVAIL: 18,046.76 BUDG % AVAIL: 100.00
EXPEND/BUDG %: 0.00 ALLOT/BUDG %: 0.00
ALLOTMENT BAL: .00 UNEXPND ALLOT: .00
BT TITLE AMOUNT BT TITLE AMOUNT
09 ORIG EXP BU 18,046.76

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 05/08/19 09:26 AM
LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: EM0 AY: 19 ORG CODE: 3035 PGM CODE: 3030 FUNC CODE: _____
AP FUND: _____ FUND: 0700 GRANT/PH: _____ PROJECT/PH: _____
COMP SRC/GRP: 0020 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
ORG LEVEL: 03 WORKFORCE INVESTMENT COUNCIL
PGM LEVEL: 02 WORKFORCE INVESTMENT
FUNC LEVEL: _____

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D
INQ YEAR: 19 INQ MONTH: 08 ADJUSTED BUDG: 10,246.39
BUDGET AVAIL: 10,246.39 BUDG % AVAIL: 100.00
EXPEND/BUDG %: 0.00 ALLOT/BUDG %: 0.00
ALLOTMENT BAL: .00 UNEXPND ALLOT: .00
BT TITLE AMOUNT BT TITLE AMOUNT
09 ORIG EXP BU 10,246.39

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 05/08/19 09:26 AM
 LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: EM0 AY: 19 ORG CODE: 3035 PGM CODE: 3030 FUNC CODE: _____
 AP FUND: _____ FUND: 0700 GRANT/PH: _____ PROJECT/PH: _____
 COMP SRC/GRP: 0040 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
 ORG LEVEL: 03 WORKFORCE INVESTMENT COUNCIL
 PGM LEVEL: 02 WORKFORCE INVESTMENT
 FUNC LEVEL:

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D
 INQ YEAR: 19 INQ MONTH: 08 ADJUSTED BUDG: 125,000.00
 BUDGET AVAIL: 125,000.00 BUDG % AVAIL: 100.00
 EXPEND/BUDG %: 0.00 ALLOT/BUDG %: 0.00
 ALLOTMENT BAL: .00 UNEXPND ALLOT: .00
 BT TITLE AMOUNT BT TITLE AMOUNT
 09 ORIG EXP BU 125,000.00

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 05/08/19 09:26 AM
LINK TO: _____ AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: EM0 AY: 19 ORG CODE: 3035 PGM CODE: 3030 FUNC CODE: _____
AP FUND: _____ FUND: 0700 GRANT/PH: _____ PROJECT/PH: _____
COMP SRC/GRP: 0041 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
ORG LEVEL: 03 WORKFORCE INVESTMENT COUNCIL
PGM LEVEL: 02 WORKFORCE INVESTMENT

FUNC LEVEL:
INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: D
INQ YEAR: 19 INQ MONTH: 08 ADJUSTED BUDG: 220,000.00
BUDGET AVAIL: 220,000.00 BUDG % AVAIL: 100.00
EXPEND/BUDG %: 0.00 ALLOT/BUDG %: 0.00
ALLOTMENT BAL: .00 UNEXPND ALLOT: .00
BT TITLE AMOUNT BT TITLE AMOUNT
09 ORIG EXP BU 220,000.00

F1-HELP F2-DOC INQ F5-NEXT F9-INTERRUPT ENTER-INQUIRE CLEAR-EXIT

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,
Office of Legislative Support, EOM

Through: Angelique Rice, Associate Chief Financial Officer
Government Operations Cluster

for Frehiwot Deresso
Agency Fiscal Officer

From: Ahnna Smith, Executive Director
Workforce Investment Council

Date: September 3, 2019

Subject: Request for Local Reprogramming of \$185,000

This purpose of this memo is to clarify the Workforce Investment Council's request to reprogram \$185,000 from CSG 50 to the following:

Index	PCA	Object Class	Object	Description	Amount
3030L	BUS30	20	201	Supplies	\$6,000.00
3030L	BUS30	40	401	Conference Fees	\$2,000.00
3030L	BUS30	40	408	Professional Services	\$20,000.00
3030L	BUS30	40	414	Advertising	\$19,999.00
3030L	BUS30	41	409	Contractual Services	\$110,001.00
3030L	BUS30	70	701	Purchasing IT Equipment	\$25,000.00
3030L	BUS30	70	711	IT Software	\$2,000.00
Total					\$185,000.00

Why are the funds needed?

The reprogramming is needed in order to have budget authority in the appropriate comptroller source group for various initiatives taking place within the WIC. The bulk of the funds will be used to hire contractors that will drive the creation of state level policy required under federal law. These procurements are nearly finalized and moved forward with a funding certificate; however, the reprogramming is needed to handle the administrative pieces of the procurement, like submitting a requisition in PASS.

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 and/or Council.

How will the funds be reprogrammed?

The funds will be reprogrammed as follows:

FROM:

\$185,000 from Comp Source Group 506; Index: 3030L; PCA: BUS30

TO:

Index	PCA	Object Class	Object	Description	Amount
3030L	BUS30	20	201	Supplies	\$6,000.00
3030L	BUS30	40	401	Conference Fees	\$2,000.00
3030L	BUS30	40	408	Professional Services	\$20,000.00
3030L	BUS30	40	414	Advertising	\$19,999.00
3030L	BUS30	41	409	Contractual Services	\$110,001.00
3030L	BUS30	70	701	Purchasing IT Equipment	\$25,000.00
3030L	BUS30	70	711	IT Software	\$2,000.00
Total					\$185,000.00

Why are the funds available?

The WIC receives funds from another agency via a MOU. The MOU was completed later than expected. To avoid an interruption in service, the WIC used CG 50 funds to procure required contracts, while the MOU was completed. The funds connected to the MOU were recently made available, which has freed up the funds previously tied down.

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

Without the proposed budget, the WIC will not be able to complete federally required deliverables under WOIA that could result in non-compliance. Further, the WIC will be unable to conduct business in a manner

Q17 Contracts

WIC CONTRACTS AND PROCUREMENTS, FY2019 AND FY2020, AS OF JAN. 15, 2020 (Q17)

(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.)	Program code	Activity code	Index code	PCA code	Requisition numbers	Purchase order numbers	Funding source (e.g. federal, local, SPR); use original source (e.g. if funds are intra-district, note if they are Local ID or Federal ID)	Maximum or total contract or procurement value in FY2019, per contract, and for Human Care Agreements, aggregated by vendor for all task orders under each HCA	Actual expenditures in FY2019 for each contract (aggregated by vendor for all task orders under each HCA)	Maximum or total contract or procurement value in FY2020 (for Human Care Agreements, aggregated by vendor)	Total actual payments made in FY2020 for each contract (aggregated by vendor for task orders under 1 specific HCA), as of Feb. 1
DCEB-2017-C-0001	GROWTH TRANSITIONS, INC.	Tia Mercer		Consulting Services	Yes	January 21, 2018- January 22, 2019	OY1	EM0	506	3030L	BUS30	RK104948, RK124841	PO593098, PO606517	Local	\$ 249,500.88	\$ 228,791.78	N/A	N/A
DCEB-2017-C-004	DB GRANT ASSOCIATES, INC.	Tia Mercer		One-Stop Operator	Yes	September 18, 2018- September 17, 2019	OY1	EM0	0506	EMCFD	BUS30	RK106199	PO594119-V3	Federal	\$ 601,174.72	\$ 559,518.97	N/A	N/A
C15890-V4	KAIROS MANAGEMENT INC	Tia Mercer		Consulting Services	Yes	December 17, 2018 - December 17, 2019	OY1	EM0	0409	3030L	BUS30	RK131628	PO610276	Local	\$ 500,000.00	\$ 74,925.00	N/A	N/A
CW66734-T02	BRUSTEIN & MANASEVIT	Tia Mercer		Consulting Services	Yes	August 30, 2019- September 30, 2019	OY1	EM0	0409	3030L	BUS30	RK131637	PO610275	Local	\$ 11,997.30	\$ 11,962.50	N/A	N/A
DCEB02016-C-2015	Jeffrey C. Marcella Consulting	Tia Mercery		Consulting Services	Yes	August 18, 2018-August 17, 2019	OY2	EM0	0409	3030L	BUS30	RK112131	PO598730	Local	\$ 49,044.00	\$ 15,764.13	N/A	N/A
N/A	Seena Foster	Tia Mercer		Consulting Services	Yes	May 17, 2019 - September 30, 2019	OY1	EMO	0506	3030L	BUS30	RK120654	PO603963	Local	\$ 10,000.00	\$ 10,000.00	N/A	N/A
CW65051	Vtech Solution	Tia Mercer		Temporary Staffing	Yes	October 30, 2018 - September 30, 2019	Base Year	EMO	0506	3030L	BUS30	RK120654	PO593881	Local	\$ 10,625.28	\$ 9,518.48	N/A	N/A
DCEB-2017-C-0001	GROWTH TRANSITIONS, INC.	Tia Mercer		Consulting Services	Yes	January 21, 2019- January 22, 2020	OY2	GW0	0409	GW0W1	GW0W1	RK139631	PO617054	Local	N/A	N/A	\$ 249,500.88	\$ 25,928.05
C15890-V5	KAIROS MANAGEMENT INC	Tia Mercer		Consulting Services	Yes	December 17, 2019 - December 17, 2020	OY2	GW0	0409	GW0WC	GW0WC	RK142786, RK140090	PO619387, PO615794	Local	N/A	N/A	\$ 500,000.00	126,900.00
DCEB-2017-C-004	DB GRANT ASSOCIATES, INC.	Tia Mercer		One-Stop Operator	Yes	September 18, 2019- September 17, 2020	OY2	GW0	0506	GW0W1	GW0W1	RK139624	PO615787	Federal	N/A	N/A	\$ 611,338.17	\$ 20,622.39

Q18 Grants

WIC GRANTS AWARDED, FY 19 AND FY2020, AS OF JAN. 15, 2020 (Q18)

(complete columns A-U)

Grant/ Program Title	Grantee Names	Description of goods and/or services	Period of performance (e.g. May 31 to April 30)	Has contract fully met all requirements? (Yes, No, or in progress)	Current year of grant (e.g. Base Year, Option Year 1, etc.)	Program code	Activity code	Index code	PCA code	Funding source (e.g. federal, local, SPR)	For each grantee, the maximum or total grant amount in FY2019	For each grantee, actual payments made in FY2019	For each grantee, maximum or total grant amount in FY2020	For each grantee, actual payments made in FY2020
Building Operations Internship Program	AOBA Educational Foundation	The Foundation will use a 12-week paid internship program to help DC residents gain access to lucrative, high-demand careers in building operations and the skilled trades.	March 1, 2019-September 30, 2019	Yes	Base	EM0	3030	3030L	BUS30	Local	131,500	118,841.26	N/A	N/A
Byte Back Education Partnership for IT Careers (EPIC)	Byte Back	Byte Back trains low-income, low-tech adults by helping them to build technical skills through industry-recognized certifications in the Information Technology (IT) workforce.	March 1, 2019-September 30, 2019	Yes	Base	EM0	3030	3030L	BUS30	Local	187,500	187,500	N/A	N/A
Innovative Hospitality Industry Job Training and Career Pathways	DC Central Kitchen	DC Central Kitchen provides a fourteen-week intensive training program designed to help District residents pursue careers in the hospitality industry sector.	March 1, 2019-September 30, 2019	Yes	Base	EM0	3030	3030L	BUS30	Local	150,000	185,000	N/A	N/A
Technical Skills Training in the Security Industry	Goodwill of Greater Washington	Goodwill of Greater Washington will offer technical skills in Security and Law to residents of the District of Columbia.	March 1, 2019-September 30, 2019	Yes	Base	EM0	3030	3030L	BUS30	Local	187,435	149,948	N/A	N/A

Credit and Purchase Card Expenditures, FY2019 and FY2020

Employee Name	Date of Purchase	Vendor Name	Dollar Amount	Purpose of Expenditure
Crystal Davis	28-Sep-18	Stockbridge Consulting	\$ 1,771.14	DMGEO Office Supplies
Crystal Davis	28-Sep-18	Bald Cypress	\$ 2,482.35	DMGEO Communications Strategy and Consulting Services
Crystal Davis	28-Sep-18	Events DC Sport and Entertainment	\$ 500.00	WIC Venue Rental Job Fair
Crystal Davis	28-Sep-18	Constant Contact	\$ 925.06	DMGEO Email Marketing Subscription
Crystal Davis	28-Sep-18	National Association of Workforce Boards	\$ 1,200.00	WIC Annual Membership Dues
Crystal Davis	7-Oct-18	Galt House Hotel Louisville, KY	\$ 369.12	WIC Travel Accommodations - Joseph Jaroscak
Crystal Davis	16-Oct-18	Constant Contact	\$ 79.00	WIC Email Marketing Subscription
Crystal Davis	24-Oct-18	Metro SmarTrip	\$ 30.00	DMGEO Smartrip Cards (3)
Crystal Davis	30-Oct-18	XNS Music, LLC	\$ 1,200.00	DMGEO DC Infrastructure Academy Infographic
Crystal Davis	1-Nov-18	US Conference of Mayors	\$ 1,210.00	WIC Annual Membership Dues
Crystal Davis	3-Nov-18	Comcast	\$ 327.89	DMGEO Monthly Cable TV Subscription
Crystal Davis	3-Nov-18	Comcast	\$ 309.38	WIC Monthly Cable TV Subscription
Crystal Davis	5-Nov-18	Stockbridge Consulting	\$ 152.26	WIC Office Supplies
Crystal Davis	9-Nov-18	National Association of Workforce Development Professionals	\$ 525.00	WIC Conference Fee - Lauren Scott
Crystal Davis	9-Nov-18	Expedia	\$ 23.00	WIC Travel Insurance - Lauren Scott
Crystal Davis	9-Nov-18	American Airlines	\$ 322.39	WIC Travel - Lauren Scott
Crystal Davis	19-Nov-18	VOW Transportation	\$ 450.00	DMGEO Ward 7 Event Shuttle Service
Crystal Davis	19-Nov-18	AMTRAK	\$ 352.00	DMGEO Travel for Interim Deputy Mayor Brenda Donald
Crystal Davis	4-Dec-18	Designed Services, Inc.	\$ 650.00	DMGEO Event Management Services
Crystal Davis	5-Dec-18	Comcast	\$ 151.70	WIC Monthly Cable TV Subscription
Crystal Davis	5-Dec-18	Comcast	\$ 160.98	DMGEO Monthly Cable TV Subscription
Crystal Davis	13-Dec-18	Sheraton Grand Chicago	\$ 396.81	WIC Travel Accommodation - Lauren Scott
Crystal Davis	13-Dec-18	Laser Art Inc.	\$ 190.00	DMGEO Business Cards
Crystal Davis	19-Dec-18	TL Phillips Consulting Services	\$ 2,572.80	WIC Consulting /Technical Assistance Services
Crystal Davis	20-Dec-18	Adobe Acrobat Pro	\$ 190.67	WIC Subscription
Crystal Davis	26-Dec-18	TL Phillips Consulting Services	\$ 2,572.80	WIC Consulting /Technical Assistance Services
Crystal Davis	18-Jan-19	Comcast	\$ 151.72	WIC Monthly Cable TV Subscription
Crystal Davis	17-Jan-19	US Conference of Mayors	\$ 900.00	WIC Conference Fee - Ahnna Smith
Crystal Davis	17-Jan-19	Superior Couriers LLC	\$ 52.00	WIC Courier Services
Crystal Davis	23-Jan-19	Comcast	\$ 169.31	DMGEO Monthly Cable TV Subscription
Crystal Davis	13-Feb-19	National Association of Workforce Boards	\$ 2,775.00	WIC Conference Fee - Ahnna Smith & Antwanne Ford
Crystal Davis	1-Mar-19	Comcast	171.86	DMGEO Monthly Cable
Crystal Davis	1-Mar-19	Comcast	\$ 334.16	WIC Monthly Cable
Crystal Davis	1-Mar-19	National Association of Workforce Boards	\$ 150.00	WIC Conference Fee - Lauren Scott
Crystal Davis	4-Mar-19	The Management Center	\$ 562.50	WIC Training Fee - Diane Pabich
Crystal Davis	5-Mar-19	Gallup Inc.	\$ 141.62	WIC Training Material
Crystal Davis	4-Mar-19	National Association of Workforce Boards	\$ 398.00	WIC Conference Fee - Lauren Scott & Diane Pabich
Crystal Davis	6-Mar-19	North Capitol Partners	\$ 413.00	WIC/DMGEO Surplus Equipment Move
Crystal Davis	6-Mar-19	Neal R. Gross & Co.	\$ 1,050.00	WIC Transcriber Services - Quarter 2 Board Meeting
Crystal Davis	6-Mar-19	Neal R. Gross & Co.	\$ 700.00	WIC Transcriber Services - Quarter 1 Board Meeting
Crystal Davis	7-Mar-19	Metropolitan Office Products	\$ 2,147.77	WIC Office Supplies
Crystal Davis	18-Mar-19	The Washington Business Journal	\$ 4.24	WIC Trial Subscription
Crystal Davis	18-Mar-19	Senoda, Inc.	\$ 570.00	WIC Business Cards
Crystal Davis	19-Mar-19	Bisnow	\$ 198.00	WIC Conference Fee - Ahnna Smith
Crystal Davis	4-Apr-19	Adobe Acrobat Pro	\$ (136.86)	DMGEO Refund
Crystal Davis	5-Apr-19	Comcast	\$ 349.67	OERS/DMGEO Monthly Cable TV Subscription

Credit and Purchase Card Expenditures, FY2019 and FY2020

Employee Name	Date of Purchase	Vendor Name	Dollar Amount	Purpose of Expenditure
Crystal Davis	5-Apr-19	Comcast	\$ 162.17	WIC Monthly Cable TV Subscription
Crystal Davis	9-Apr-19	Dell Computers	\$ 2,578.00	WIC Laptops
Crystal Davis	3-May-19	Constant Contact	\$ 22.03	WIC Marketing Subscription
Crystal Davis	4-May-19	Comcast	\$ 198.30	OERS/DMGEO Monthly Cable TV Subscription
Crystal Davis	4-May-19	Comcast	\$ 102.17	WIC Monthly Cable TV Subscription
Crystal Davis	8-May-19	The Washington Business Journal	\$ 148.40	WIC Annual Subscription
Crystal Davis	19-May-19	Constant Contact	\$ 47.70	WIC Marketing Subscription
Crystal Davis	24-May-19	Restaurant Association Metropolitan Washington	\$ 25.00	WIC Registration Fee - Ahnna Smith
Crystal Davis	30-May-19	Comcast	\$ 115.43	WIC Monthly Cable TV Subscription
Crystal Davis	19-Jun-19	Constant Contact	\$ 47.70	WIC Marketing Subscription
Crystal Davis	27-Jun-19	Expedia.com	\$ 41.00	WIC Travel Protection - Ahnna Smith
Crystal Davis	27-Jun-19	Expedia.com	\$ 4.90	WIC Travel Booking Fee - Ahnna Smith
Crystal Davis	27-Jun-19	American Airlines	\$ 319.00	WIC Travel - Ahnna Smith
Crystal Davis	27-Jun-19	United Airlines	\$ 254.00	WIC Travel - Ahnna Smith
Crystal Davis	28-Jun-19	Amazon	\$ 739.87	DMOI Office Supplies
Crystal Davis	27-Jun-19	American Airlines	\$ 552.60	DMOI Travel - Ronnie Dampier
Crystal Davis	29-Jun-19	Adobe Acrobat Pro	\$ 190.67	DMGEO Adobe Subscription
Crystal Davis	30-Jun-19	Amazon	\$ 325.26	DMOI Office Supplies
Crystal Davis	11-Jul-19	Comcast	\$ 155.58	WIC Monthly Cable TV Subscription
Crystal Davis	11-Jul-19	Adobe Acrobat Pro	\$ (190.67)	DMGEO Refund
Crystal Davis	12-Jul-19	Metropolitan Office Products	\$ 4,519.92	DMOI Office Supplies
Crystal Davis	17-Jul-19	The Washington Business Journal	\$ 4.24	DMOI Trial Subscription
Crystal Davis	17-Jul-19	Metropolitan Office Products	\$ 827.38	DMOI Office Supplies
Crystal Davis	18-Jul-19	Adobe Acrobat Pro	\$ 648.34	DMOI Annual Subscription
Crystal Davis	18-Jul-19	Adobe Creative Cloud	\$ 381.47	DMOI Annual Subscription
Crystal Davis	18-Jul-19	Hilton Hotels	\$ 276.68	WIC Travel Accommodations - Ahnna Smith
Crystal Davis	19-Jul-19	Constant Contact	\$ 47.70	WIC Subscription
Crystal Davis	24-Jul-19	Expedia.com	\$ 1.76	WIC Travel Booking Fee - Lauren Scott
Crystal Davis	24-Jul-19	American Airlines	\$ 74.30	WIC Travel - Lauren Scott
Crystal Davis	24-Jul-19	United Airlines	\$ 540.60	DMOI Travel - Ronnie Dampier
Crystal Davis	24-Jul-19	JetBlue Airline	\$ 143.30	WIC Travel - Lauren Scott
Crystal Davis	26-Jul-19	National Association Workforce Boards	\$ 1,200.00	WIC Annual Membership
Crystal Davis	30-Jul-19	Comcast	\$ 162.18	WIC Monthly Cable TV Subscription
Crystal Davis	29-Jul-19	Supretech, Inc.	\$ 1,831.38	DMOI Monitors (6)
Crystal Davis	1-Aug-19	Constant Contact	\$ 761.60	DMGEO Subscription
Crystal Davis	7-Aug-19	Constant Contact	\$ (761.60)	DMGEO Refund
Crystal Davis	16-Aug-19	The Washington Business Journal	\$ 148.40	DMOI Subscription
Crystal Davis	19-Aug-19	Constant Contact	\$ 47.70	DMGEO Constant Contact Refund
Crystal Davis	23-Aug-19	US Conference of Mayors	\$ 700.00	WIC Registration - Antwanye Ford
Crystal Davis	23-Aug-19	US Conference of Mayors	\$ 700.00	WIC Registration - Ahnna Smith
Crystal Davis	23-Aug-19	US Conference of Mayors	\$ 700.00	WIC Registration - Jasmine Illa
Crystal Davis	26-Aug-19	North Capitol Partners	\$ 350.00	DMOI Wilson Building TV Installation
Crystal Davis	5-Sep-19	Comcast	\$ 163.40	WIC Monthly Cable TV Subscription
Crystal Davis	5-Sep-19	Seaberry Design	\$ 5,000.00	WIC Marketing Material
Crystal Davis	12-Sep-19	The Management Center	\$ 225.00	WIC Training Fee -Tiffany Randall

Credit and Purchase Card Expenditures, FY2019 and FY2020

Employee Name	Date of Purchase	Vendor Name	Dollar Amount	Purpose of Expenditure
Crystal Davis	13-Sep-19	Revere Hotel	\$ 687.40	WIC Travel Accommodation - Lauren Scott
Crystal Davis	19-Sep-19	Monumental Food, LLC	\$ 866.40	WIC Catering - Board Retreat
Crystal Davis	19-Sep-19	Constant Contact	\$ 47.70	WIC Marketing Subscription
Crystal Davis	23-Sep-19	Total Office Products	\$ 4,999.04	WIC Office Supplies
Crystal Davis	24-Sep-19	Seaberry Design	\$ 5,000.00	WIC Printing
Crystal Davis	1-Oct-19	Comcast	\$ 163.40	WIC Monthly Cable TV Subscription
Crystal Davis	1-Nov-19	The Management Center	\$ 562.50	WIC Training Fee - Lauren Scott
Crystal Davis	6-Nov-19	Arch Development - Anacostia Arts Center	\$ 700.00	WIC Venue Rental - DC State Plan
Crystal Davis	8-Nov-19	Comcast	\$ 154.33	WIC Monthly Cable TV Subscription
Crystal Davis	8-Nov-19	US Conference of Mayors	\$ 1,210.00	WIC Annual Membership Dues
Crystal Davis	11-Dec-19	Expedia.com	\$ 5.63	WIC Travel Booking Fee - Lauren Scott
Crystal Davis	11-Dec-19	Delta Air Lines	\$ 423.00	WIC Travel - Ahnna Smith
Crystal Davis	11-Dec-19	Delta Air Lines	\$ 349.00	WIC Travel - Lauren Scott
Crystal Davis	11-Dec-19	Delta Air Lines	\$ 349.00	WIC Travel - Ahnna Smith
Crystal Davis	11-Dec-19	Delta Air Lines	\$ 349.00	WIC Travel - Suzanne Towns
Crystal Davis	11-Dec-19	Delta Air Lines	\$ 349.00	WIC Travel - Jasmine Illa
Crystal Davis	11-Dec-19	Delta Air Lines	\$ 98.30	WIC Travel - Ahnna Smith
Crystal Davis	11-Dec-19	Delta Air Lines	\$ 98.30	WIC Travel - Suzanne Towns
Crystal Davis	11-Dec-19	Delta Air Lines	\$ 98.30	WIC Travel - Jasmine Illa
Crystal Davis	11-Dec-19	United Airlines	\$ 302.00	WIC Travel - Lauren Scott
Crystal Davis	11-Dec-19	Alaska Airlines	\$ 589.00	WIC Travel - Suzanne Towns
Crystal Davis	11-Dec-19	Alaska Airlines	\$ 589.00	WIC Travel - Jasmine Illa
Crystal Davis	12-Dec-19	Delta Air Lines	\$ 702.20	WIC Travel - Stacy Smith
Crystal Davis	17-Dec-19	United Airlines	\$ 379.00	WIC Travel - Stacy Smith
Crystal Davis	18-Dec-19	DoubleTree City Center	\$ 245.92	WIC Travel Accommodations - Stacy Smith
Crystal Davis	18-Dec-19	DoubleTree City Center	\$ 245.92	WIC Travel Accommodations - Lauren Scott
Crystal Davis	18-Dec-19	DoubleTree City Center	\$ 245.92	WIC Travel Accommodations - Ahnna Smith
Crystal Davis	18-Dec-19	DoubleTree City Center	\$ 245.92	WIC Travel Accommodations - Suzanne Smith
Crystal Davis	18-Dec-19	DoubleTree City Center	\$ 245.92	WIC Travel Accommodations - Jasmine Illa
Crystal Davis	20-Dec-19	US Conference of Mayors	\$ 950.00	WIC Conference Fee - Ahnna Smith
Crystal Davis	20-Dec-19	US Conference of Mayors	\$ 950.00	WIC Conference Fee - Suzanne Towns
Crystal Davis	23-Dec-19	Curio Hotels Charter	\$ 214.70	WIC Travel Accommodation - Ahnna Smith
Crystal Davis	23-Dec-19	Curio Hotels Charter	\$ 214.70	WIC Travel Accommodation - Suzanne Towns
Crystal Davis	23-Dec-19	Curio Hotels Charter	\$ 429.40	WIC Travel Accommodation - Jasmine Illa
Crystal Davis	10-Jan-20	National Skills Coalition	\$ 625.00	WIC Conference Fee - Suzanne Towns
Crystal Davis	10-Jan-20	National Skills Coalition	\$ 625.00	WIC Conference Fee - Brian Wood

DC Workforce Innovation and Opportunity Act State Plan Data Draft Version 1

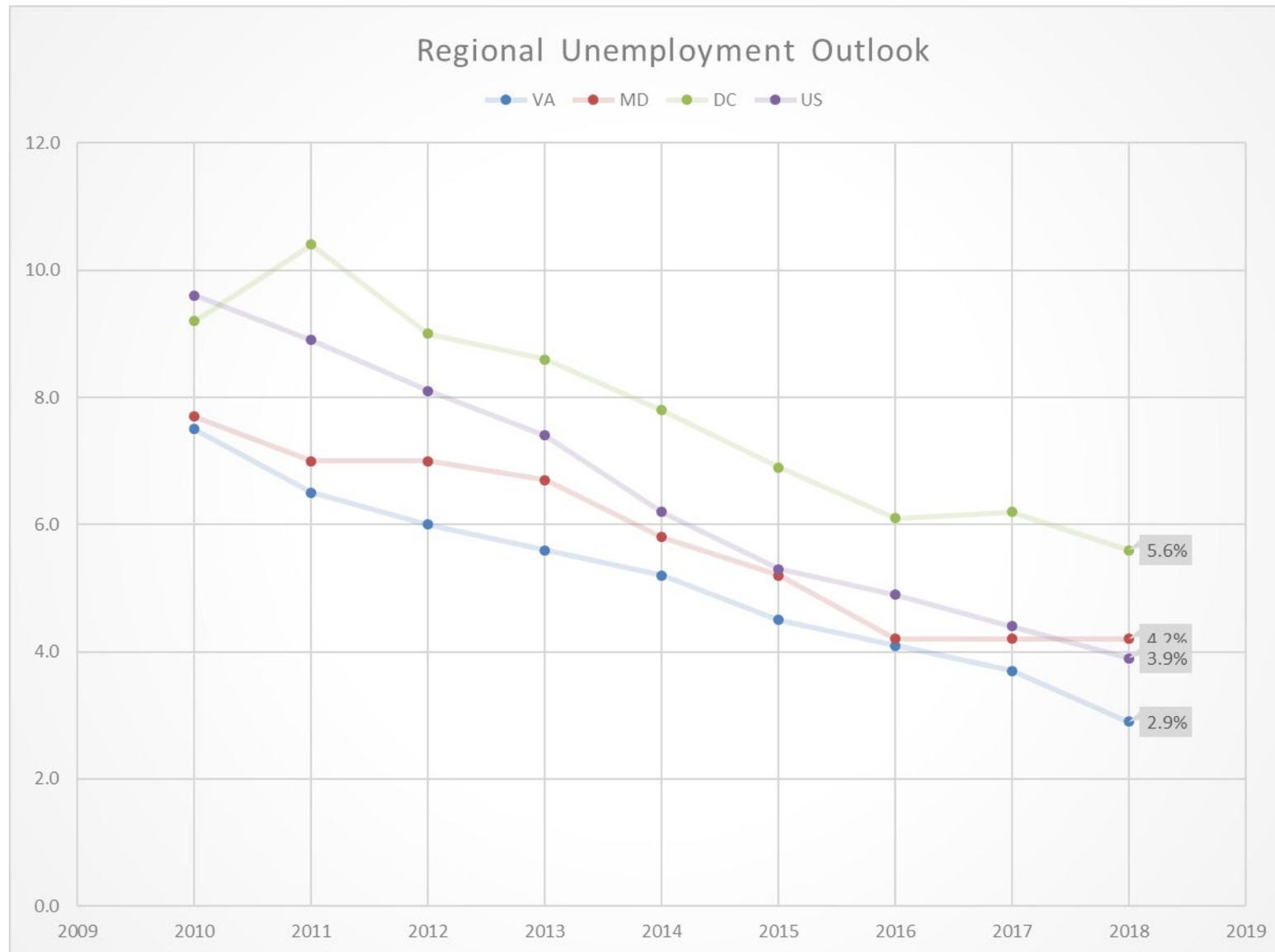
Statistical Chartbook
Preliminary, Pre-Decisional Draft

DC Economic Conditions

- D.C.'s unemployment rate has steadily declined in the aftermath of the financial crisis.
- Unemployment has steadily declined from an historic peak rate of 10.4% to a remarkable low rate of 5.6%.
- Despite DC's rebound from the Great Recession the city's unemployment rate in 2018 was nearly 1.5 times larger than the national rate. The persistent gap between DC's unemployment and the national rate widened appreciably in beginning 2017.

Notes:

U.S. Bureau of Labor Statistics. Civilian Unemployment Rate, Percent, Annual Average, Seasonally Adjusted [2010-2018]

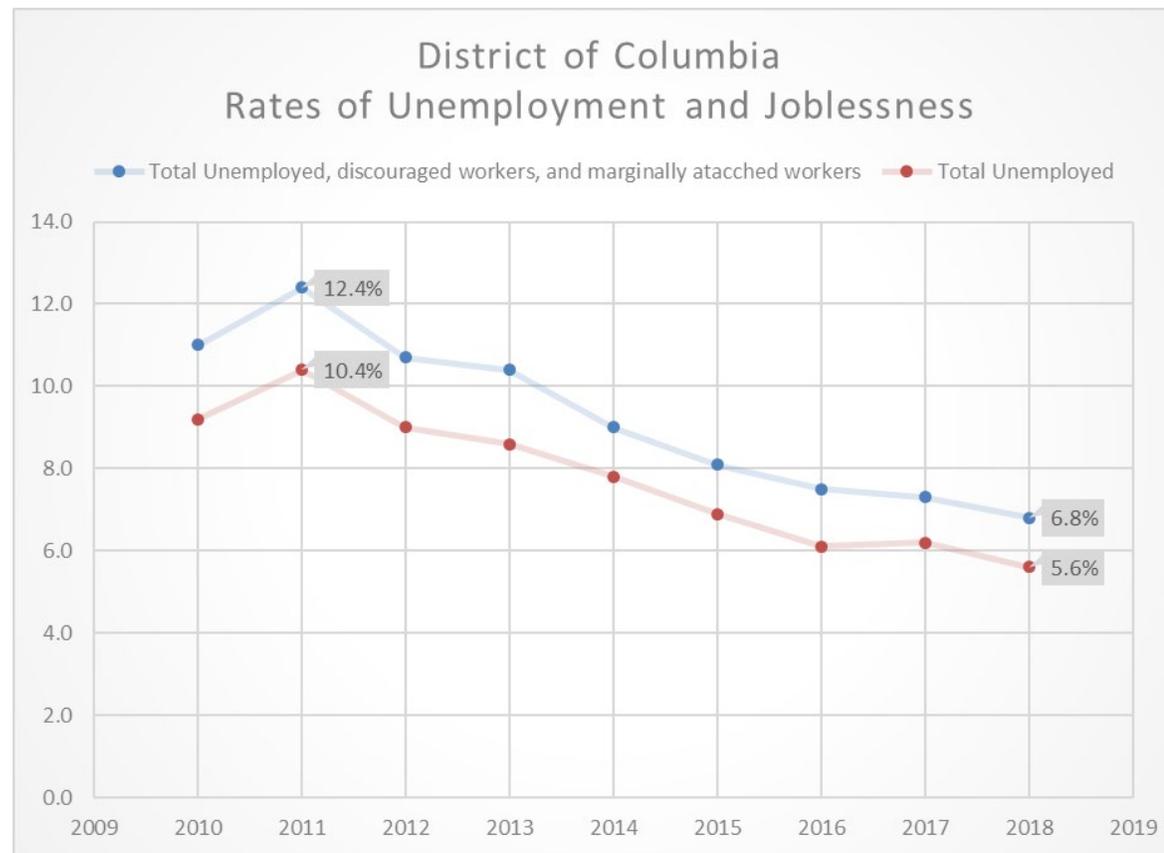


DC Economic Conditions

- At the close of 2018, D.C.'s jobless rate was 1.2 times larger than the city's unemployment rate. The ranks of discouraged workers and those considered to be marginally attached to the workforce shrank from 7.3% in 2017 to 6.8% in 2018.
- Despite the positive decreasing trends in both unemployment and joblessness, more than 18,000 people continue face persistent challenges access gainful employment opportunities across the district, of this contingent 11,700 (65%) are individuals have been unemployed for more than 15 weeks. An additional, 1,200 people are classified as discouraged individuals who have expressed their willingness to work but have dropped out of the workforce because of a perceived lack of available jobs.
- Despite an almost 40% decline in the city's unemployment rate between 2010 and 2018, the absolute number of long-term unemployed individuals, those not counted in the unemployment rate, remain concerningly elevated and will present structural challenges for the District's leadership.

Notes:

- Alternative Measures of Labor Underutilization for States [2010-2018]
- U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics [https://www.bls.gov/lau/stati_archived.html]

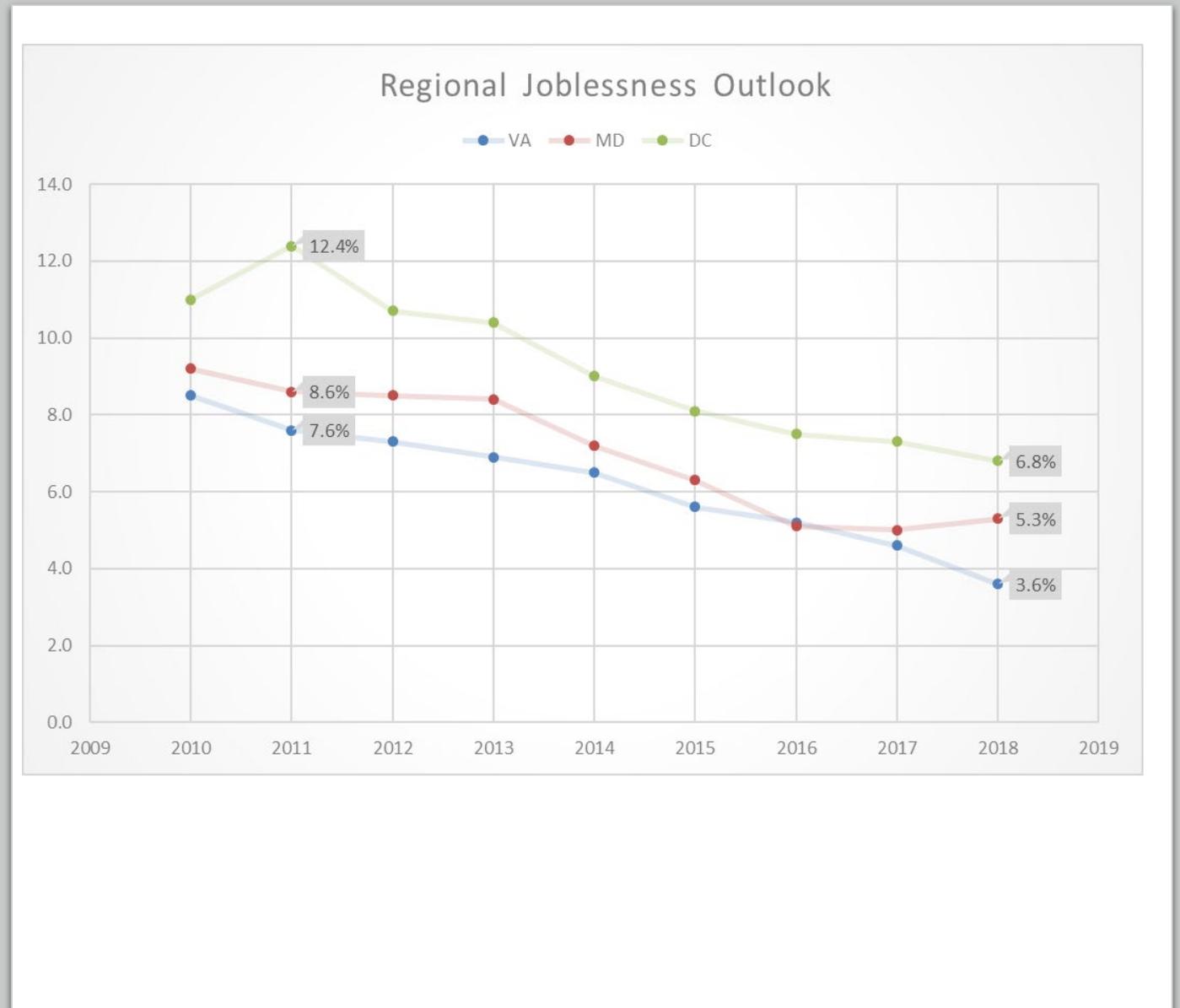


DC Economic Conditions

- D.C.'s jobless rate is the highest in the region at 6.8%. Neighboring states MD and VA reported substantially lower jobless rates of 5.3% and 3.6%, respectively.
- D.C.'s jobless rate was nearly twice that of Virginia's and exceeded Maryland by 1.5 percentage points. It is important to note that MD's jobless rate trend, which has been historically lower than the District, reversed course and began trending upward in 2016.

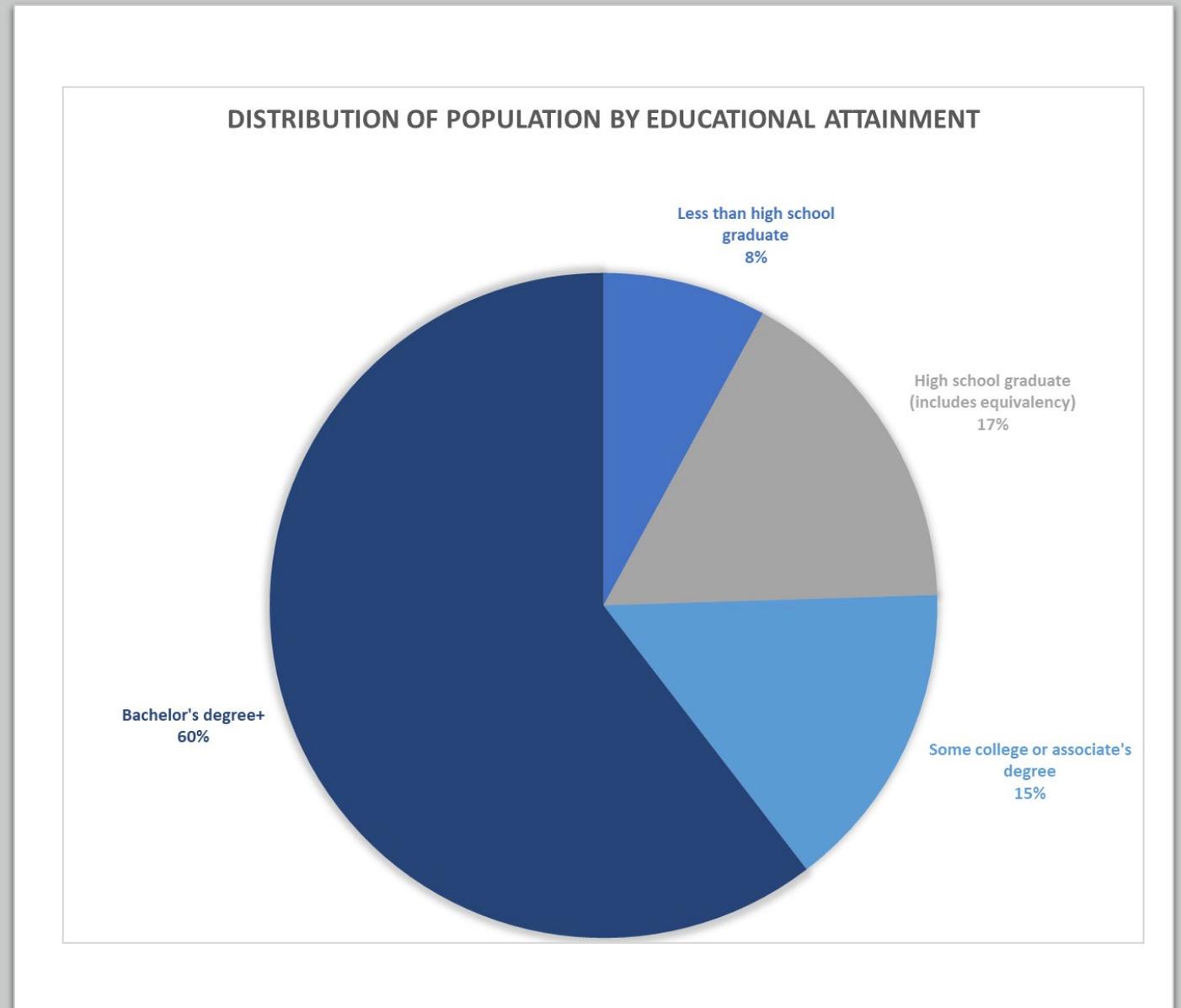
Notes:

- Alternative Measures of Labor Underutilization for States [2010-2018]
- U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics [https://www.bls.gov/lau/stalt_archived.htm]



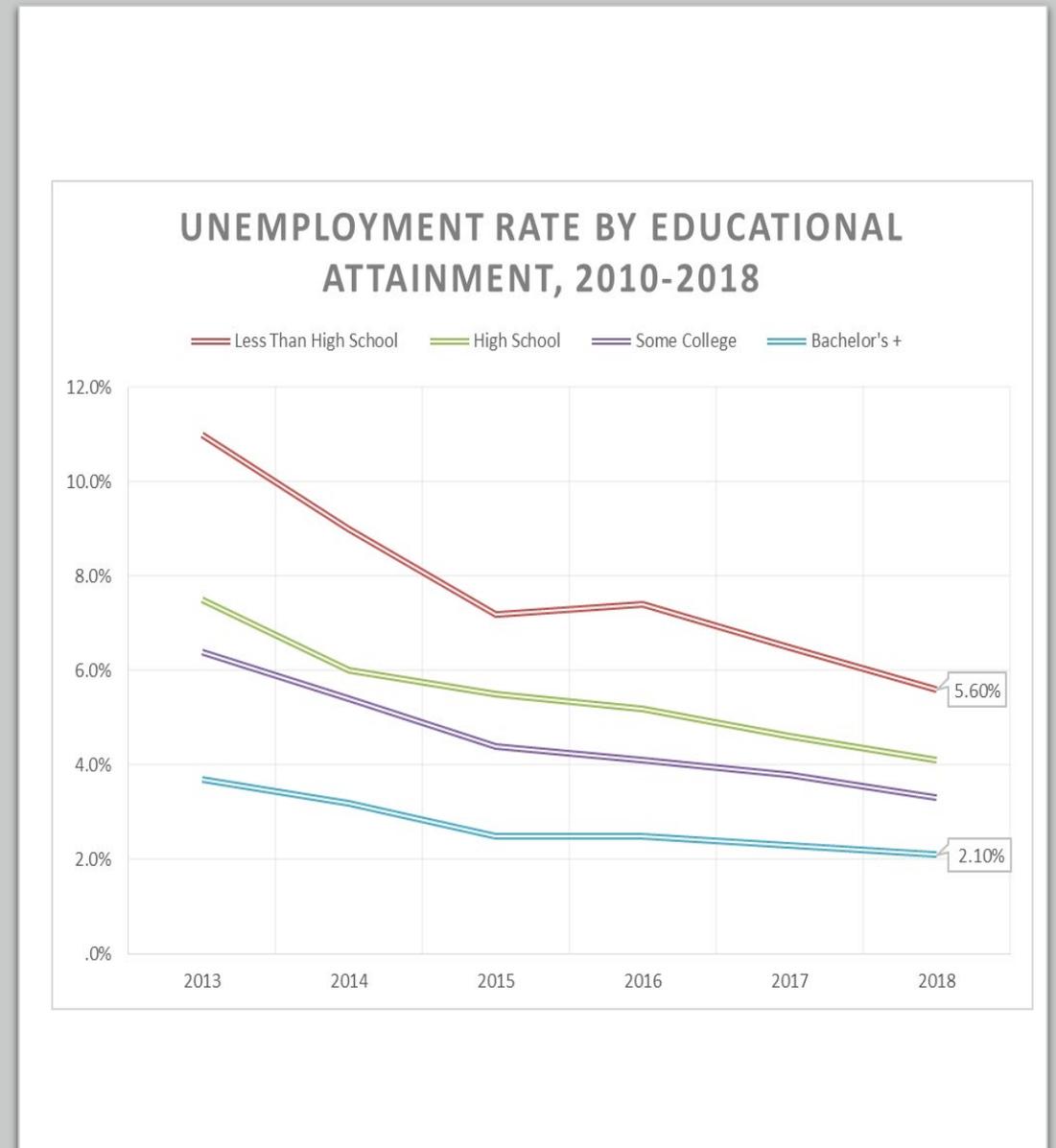
Distribution of District of Columbia Population by Education Level

- D.C. has a well educated population, the majority of the city's residents are highly-skilled; 60% of District residents have a bachelor's degree or higher. This educational structure drives the city's employment, labor force, and unemployment trends.
- Nearly one out of every three individuals in the District is middle-skill or low-skilled, this cohort accounts for nearly a third of the population. High school dropouts, at 8%, constitute the smallest population segment.
- Source: American Community Survey 1-Year Estimates, 2018



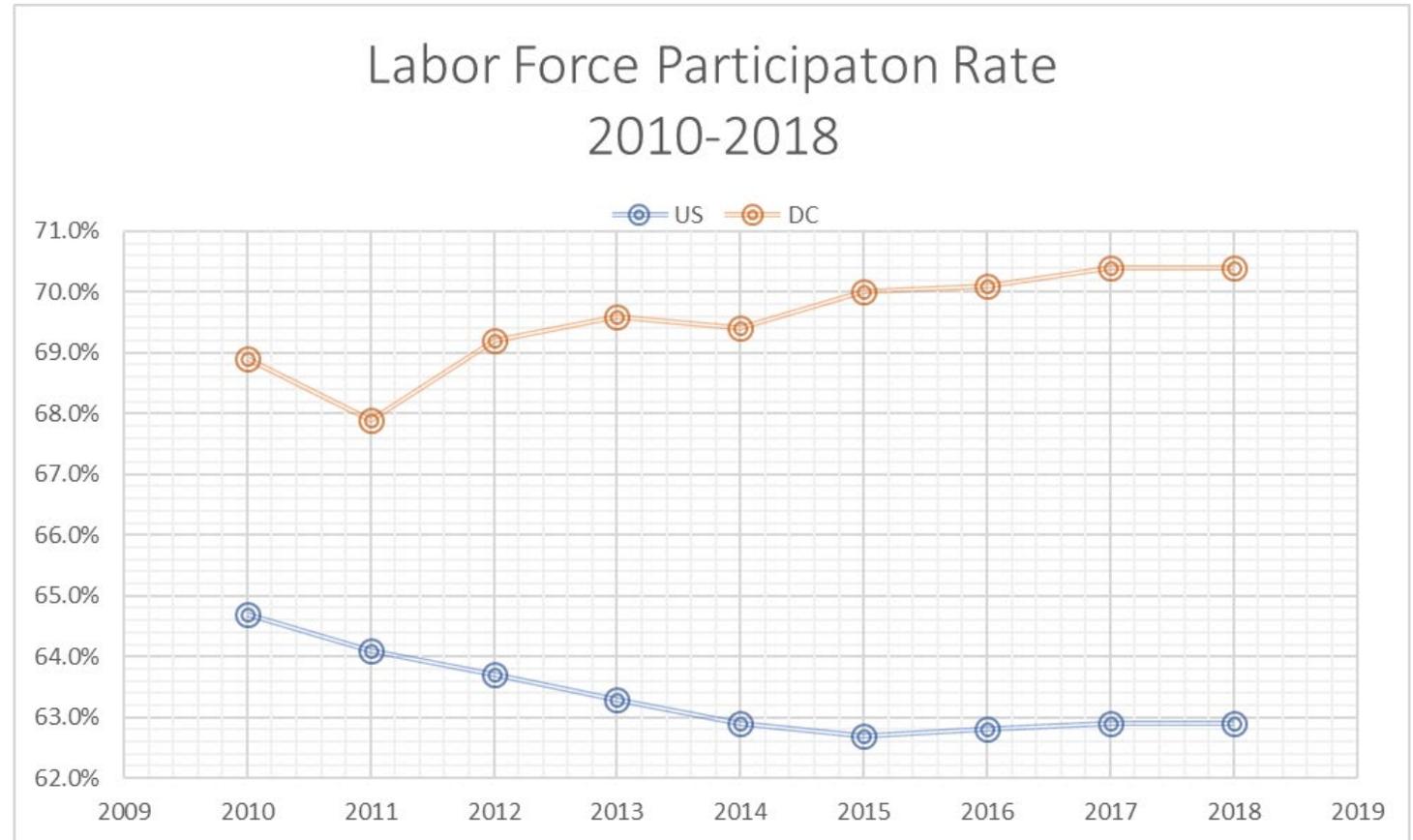
Unemployment Rate by Education Level

- Unemployment has declined for all segments of the workforce. Notably, high-skilled workers with a bachelor's degree or higher have maintained a low unemployment rate, which has held steady over the last 5-years, hovering near 2% since 2017 and continuing into 2018.
- Unemployment rate increases appreciably as the level of education held by workers decreases. 3.3% of middle-skill workers, those with an associate's degree or some college were unemployed in 2018, nearly 1.6 times the rate of those with a bachelor's degree or higher, despite this comparative the District's middle-skill workers are still experiencing historic unemployment lows.
- The unemployment rate for workers with less than a high school diploma, the lowest skilled segment, was 37% higher than those with a high school diploma. This worker cohort, however, experienced the largest decline in unemployment between 2010 and 2017. Between 2015 and 2017, workers with education levels below a 4-year college degree experienced steady declines in their unemployment rates, dropping 24% on average. Altogether, lower skilled worker unemployment decreases exceeded that of higher skilled workers.
- Source: Current Population Survey, 2010-2018



DC Economic Conditions

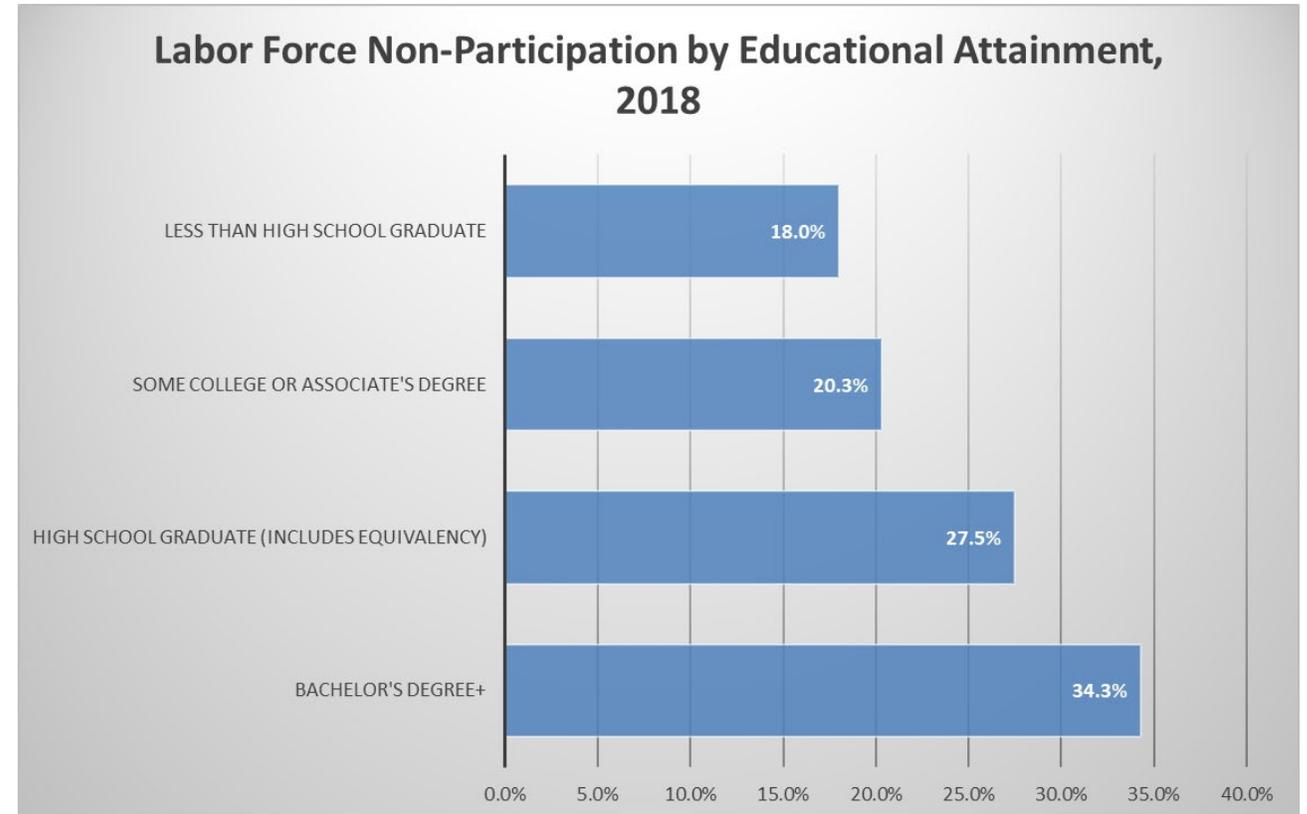
- Despite the lag in local unemployment rate the District's labor force participation rate outpaces the national rate. DC's labor force participation rate in 2018 rose to a high of 70.4%, this figure represents a 3.7% increase in the City's lowest LFP rate point, 2011.
- In contrast, the national participation rate declined from a high of 64.7% to 62.9% in 2018. The District's LFP rate has steadily increased since 2011, however this trend has recently begun to decelerate. Growth in the LFP rate has been relatively flat over the last 4-years, hovering at just about 70.4%
- Despite, the flattening growth trajectory, an increasing labor force participation is a strong indicator that DC's local economy is rebounding and outpacing the nation in creating employment opportunities for more of its citizens.
- Source: BLS, Current Population Statistics 2018



Educational Attainment of Disconnected Workers

- Despite the historic labor force participation highs, more 132,000 remained out of the labor force in 2018.
- Because the District's workforce is largely comprised of high-skilled workers, this segment, in absolute terms, unsurprisingly dominates the ranks of individuals who have dropped out of the labor force.
- However, in relative terms, only 15% of all college-educated individuals have dropped out of the labor force. In contrast, the high school dropouts face dismal odds, just over 60% of individuals with less than a high school diploma have elected to forego the search for employment, that's more than 23,800 people who have given up searching for jobs. Labor force non-participation rates for individuals with some college, an associate's degree or a high school diploma, was 36% and 44% respectively. The shares of non-college educated workers who are not actively engaged in the labor force are unsustainably high, workforce development for these individuals should continue to be prioritized within the District's broader economic agenda.

Source: American Community Survey 1-year estimate 2018

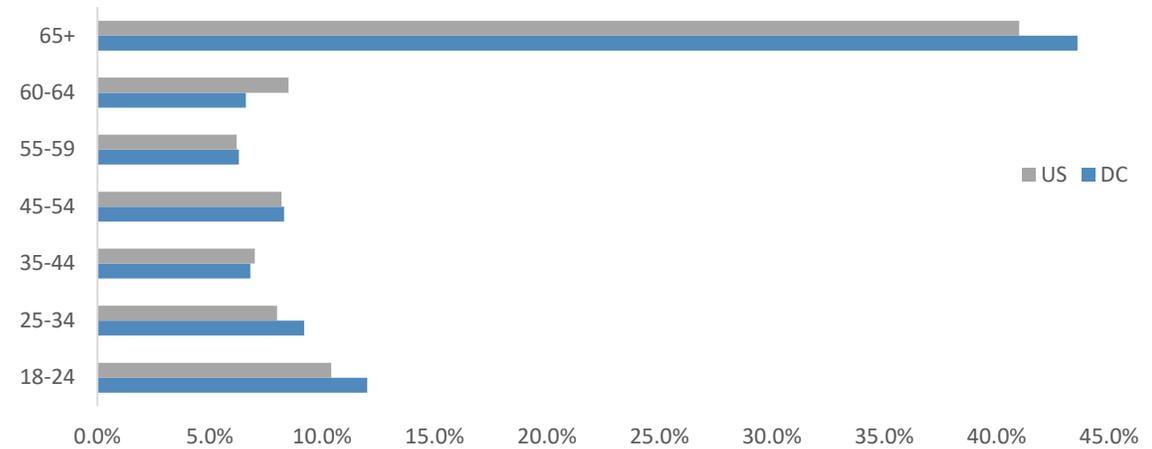


Labor Force Non-Participation by Age

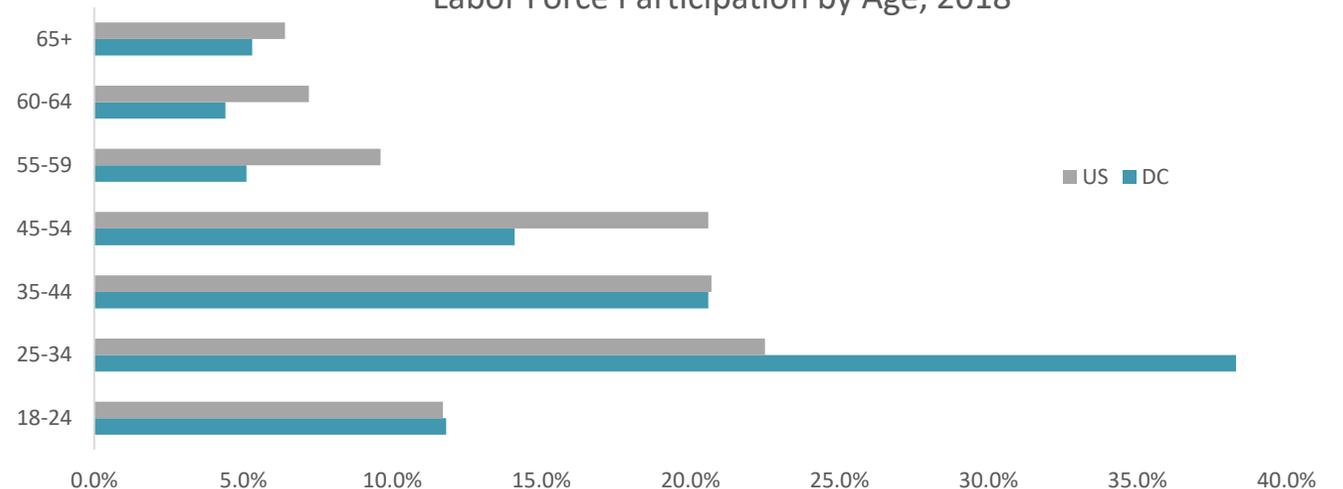
- The District's Labor Force Participation rate slightly lags the national rate for most workers except for those aged 25-34. Curiously, middle-aged and older workers in the District have lower participation rates than the national benchmarks for similarly aged workers.
- Workers aged 45-54 have largest participation rate disparity, according to the Current Population Survey, District residents in this age group have a labor force participation rate that is 31.5% lower than the U.S. wide average.
- Conversely, the District's Labor Force Non-Participation rate either exceed or is on par with the national rate for most workers except for those aged 60-64.

Source: Current Population Survey, Annual Social and Economic Supplement, 2018

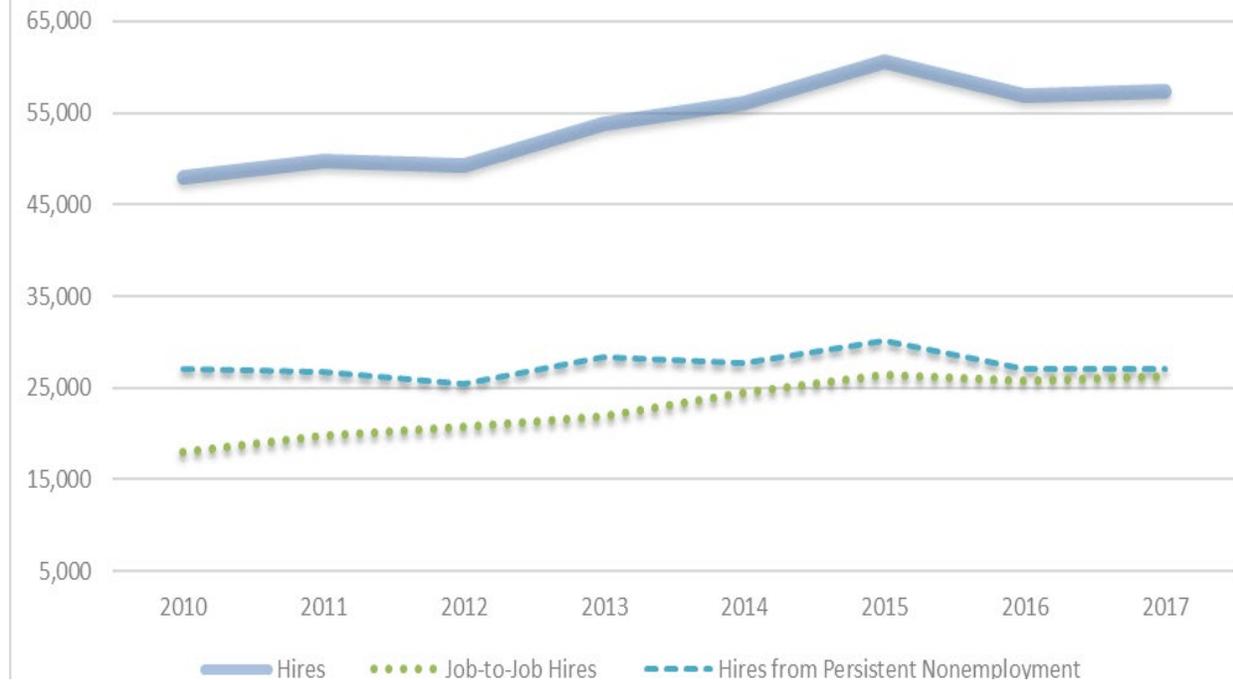
Labor Force Non-Participation by Age, 2018



Labor Force Participation by Age, 2018



Annual New Hires by
Previous Employment Status
2010-2018



Worker mobility by prior employment status

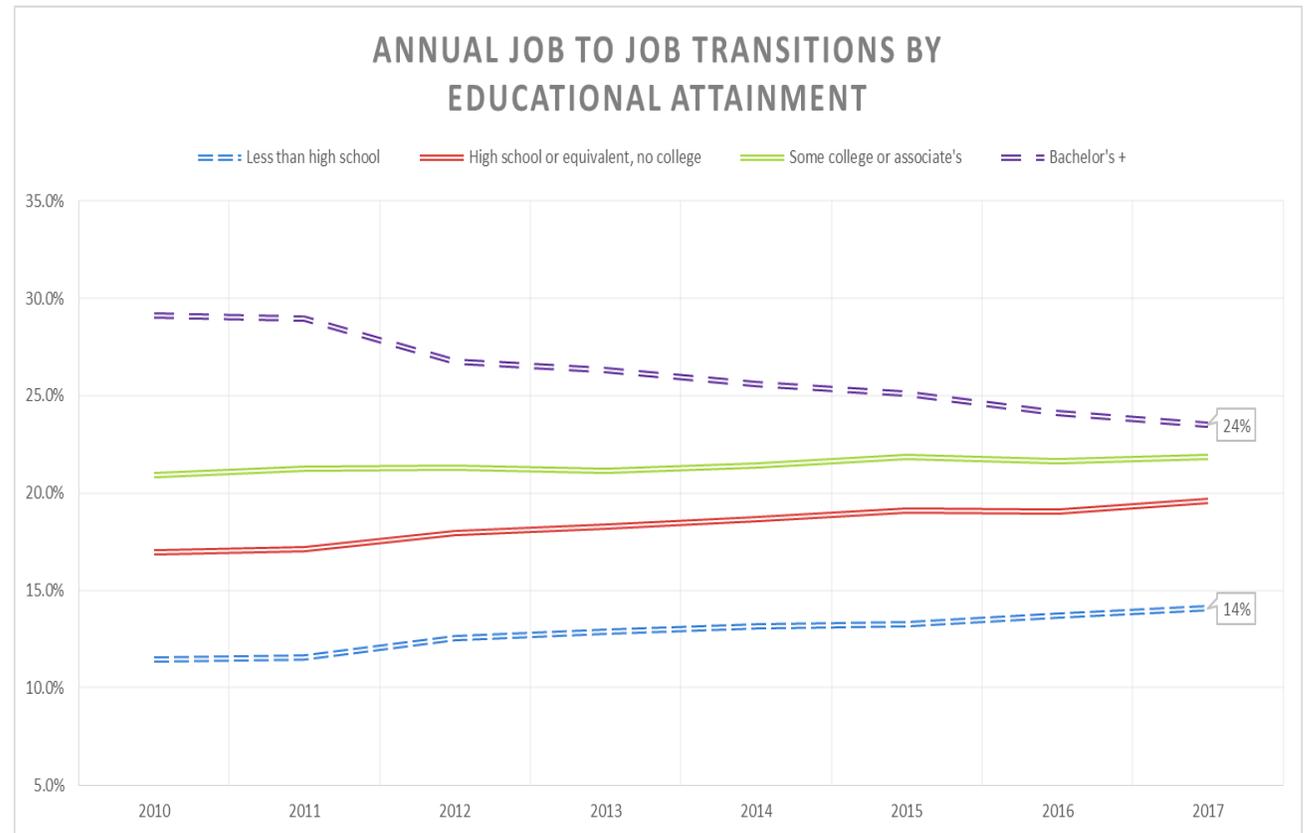
- In 2017, private employers added 57,325 new employment opportunities to the District's economy.
- 47% of annual hires represented new economic opportunities for workers who were previously unemployed.
- Over the last 8-years, private employers have provided an average 27,400 jobs for the persistently unemployed. Though encouraging, this share of jobs has steadily declined over the same period.
- Workers moving between jobs are on trend to gain an increasing share of the District's available employment opportunities. This segment captured 46% of job opportunities, up from 37% in 2010—a 24% increase. One possible explanation for the shift is an emerging skills mismatch between the skills employers demand and the skills the long-term unemployed possess. Longer spells of unemployment are associated with skill atrophy.

Source: Census Bureau Job to Job Flows [j2explorer.ces.census.gov]

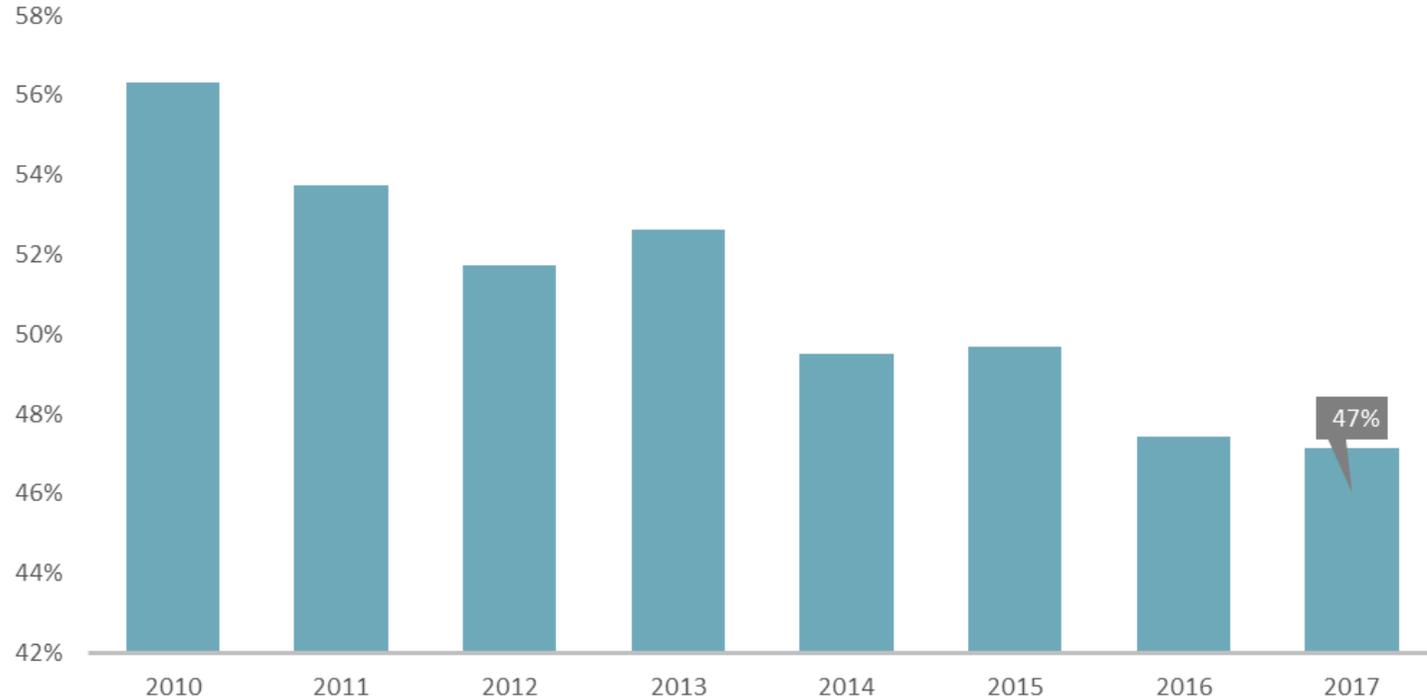
Hires from Persistent Non-Employment (Hires from PNE): Primary job hires of workers not employed on the first day of the current quarter or the first day of the previous quarter (minimum of three months of non-employment).

Worker Mobility by Education Level

- Workers with lower levels of educational training are capturing a growing share of employment opportunities in the District.
- In 2017, low-skilled workers captured 2 in 5 available job opportunities in the District. Compared to workers with a bachelor's degree dominated the job market capturing nearly a third of the hiring opportunities.
- The share of job opportunities accruing to high-skilled workers with a bachelor's degree or higher has steadily declined since 2010.



Share of Annual New Hires going to People who were Persistently Unemployed, 2010-2018

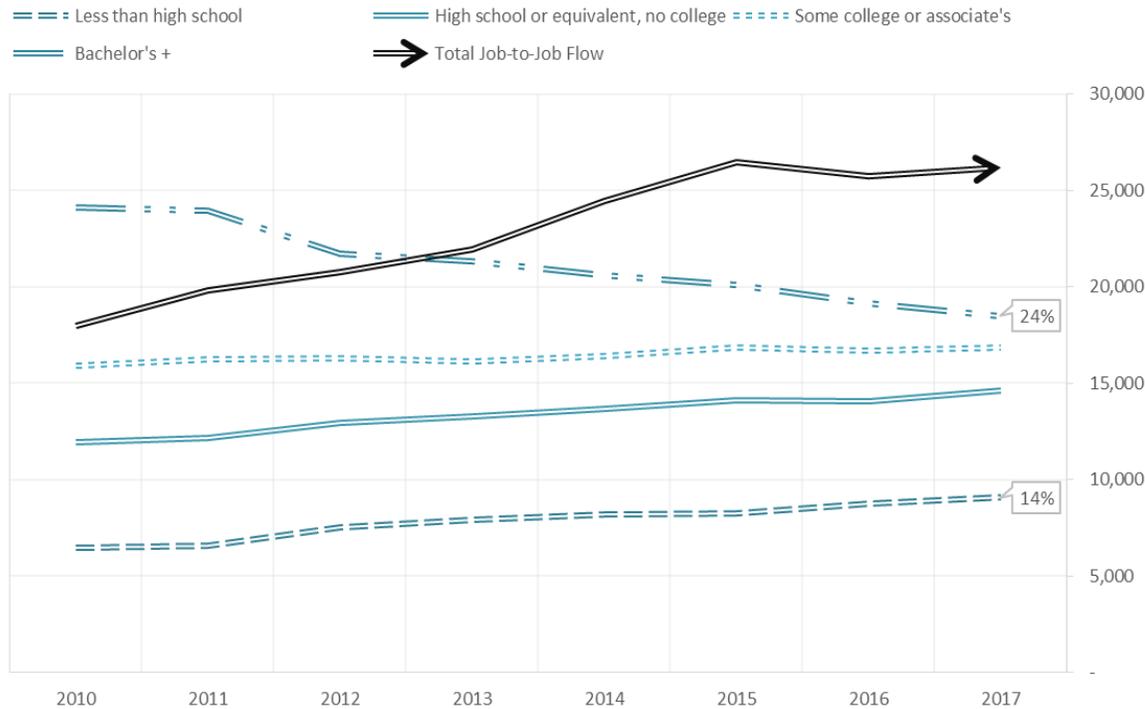


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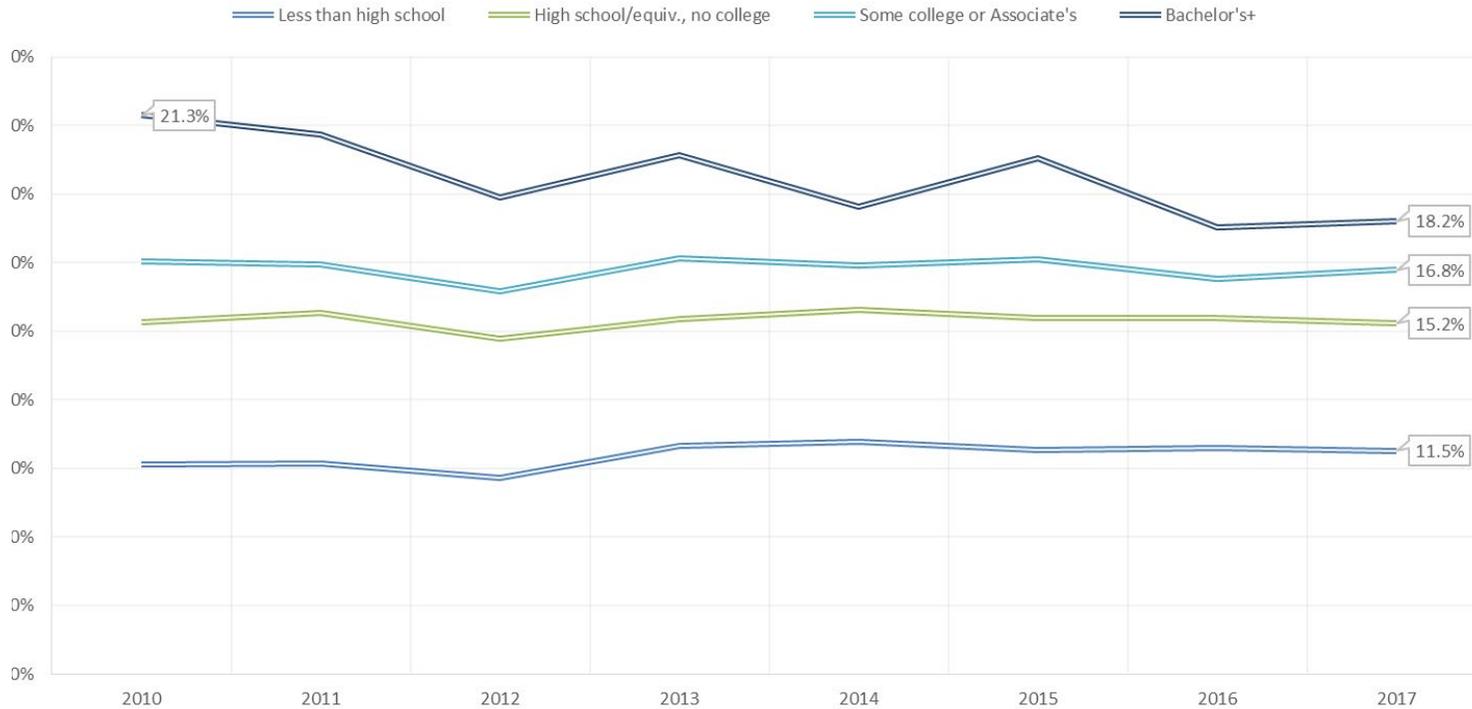
Worker Mobility by Education Level

ANNUAL JOB TO JOB TRANSITIONS BY EDUCATIONAL ATTAINMENT



- Despite the aggregate-level retreat of higher-skilled workers, they continue to maintain a strategic advantage over other worker segments with lower education endowments.
- Specifically, highly-skilled workers have the greatest access to job mobility as more than 30% of workers moving between jobs had a bachelor's degree.
- The shares of semi-skilled and low-skilled workers held steady at 28% and 25% respectively.

MOVES FROM NONEMPLOYMENT TO WORK BY EDUCATIONAL ATTAINMENT, 2010-2017

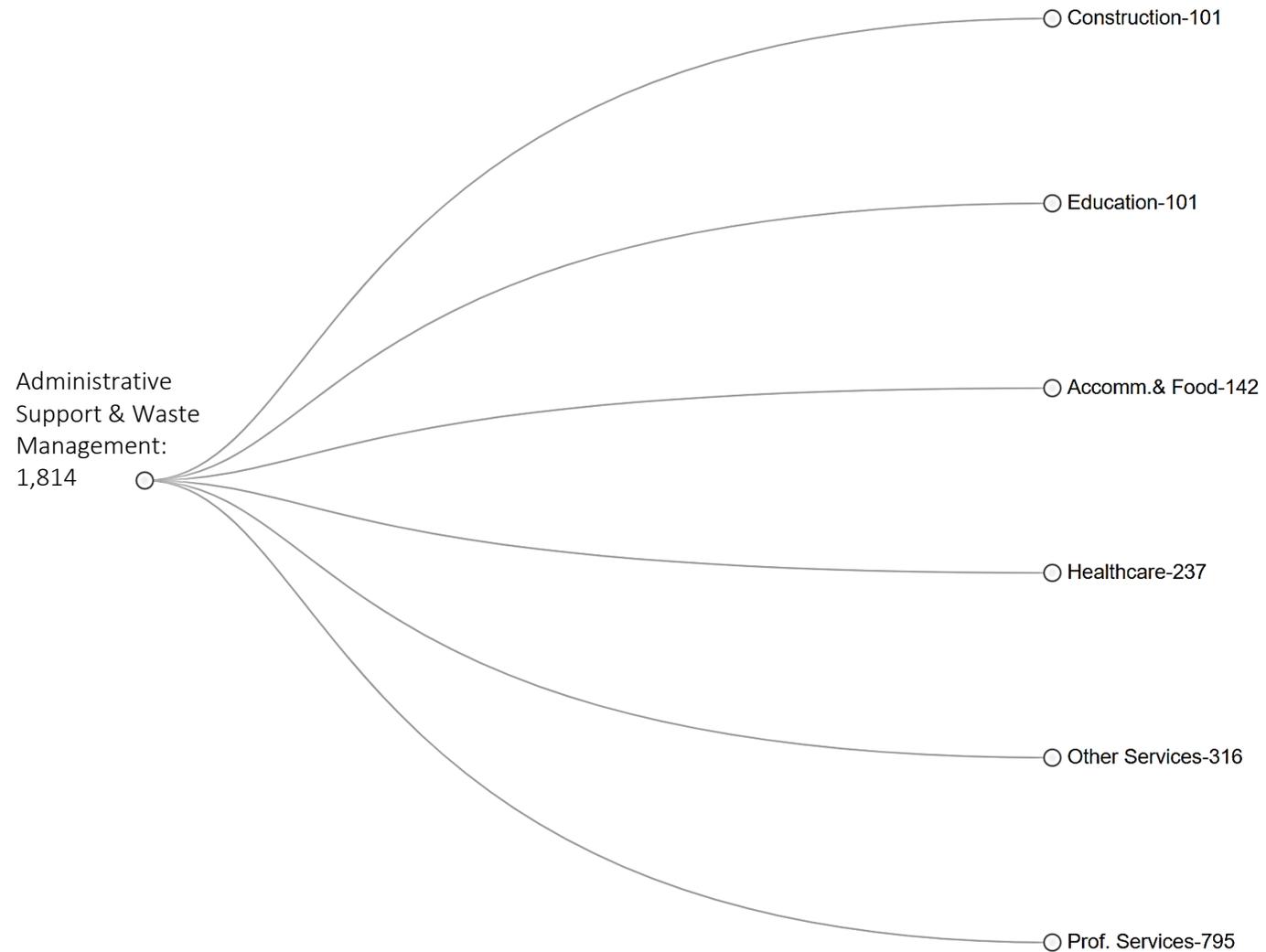


Persistently Unemployed Worker Mobility by Education Level

- In 2017, workers who were previously persistently unemployed had access to more than 27,000 job opportunities.
- More than 10,300 jobs were available to young adults who were previously long-term unemployed.
- Unsurprisingly, the least job opportunities were available to workers with less than a high school diploma. In 2017, just over 1 in 10 jobs opportunities were available for this segment of the workforce.
- Middle-skilled workers, those with some college or an associate's degree, fared just as well as high-skilled workers who were previously long-term unemployed, capturing 17% of new hires.

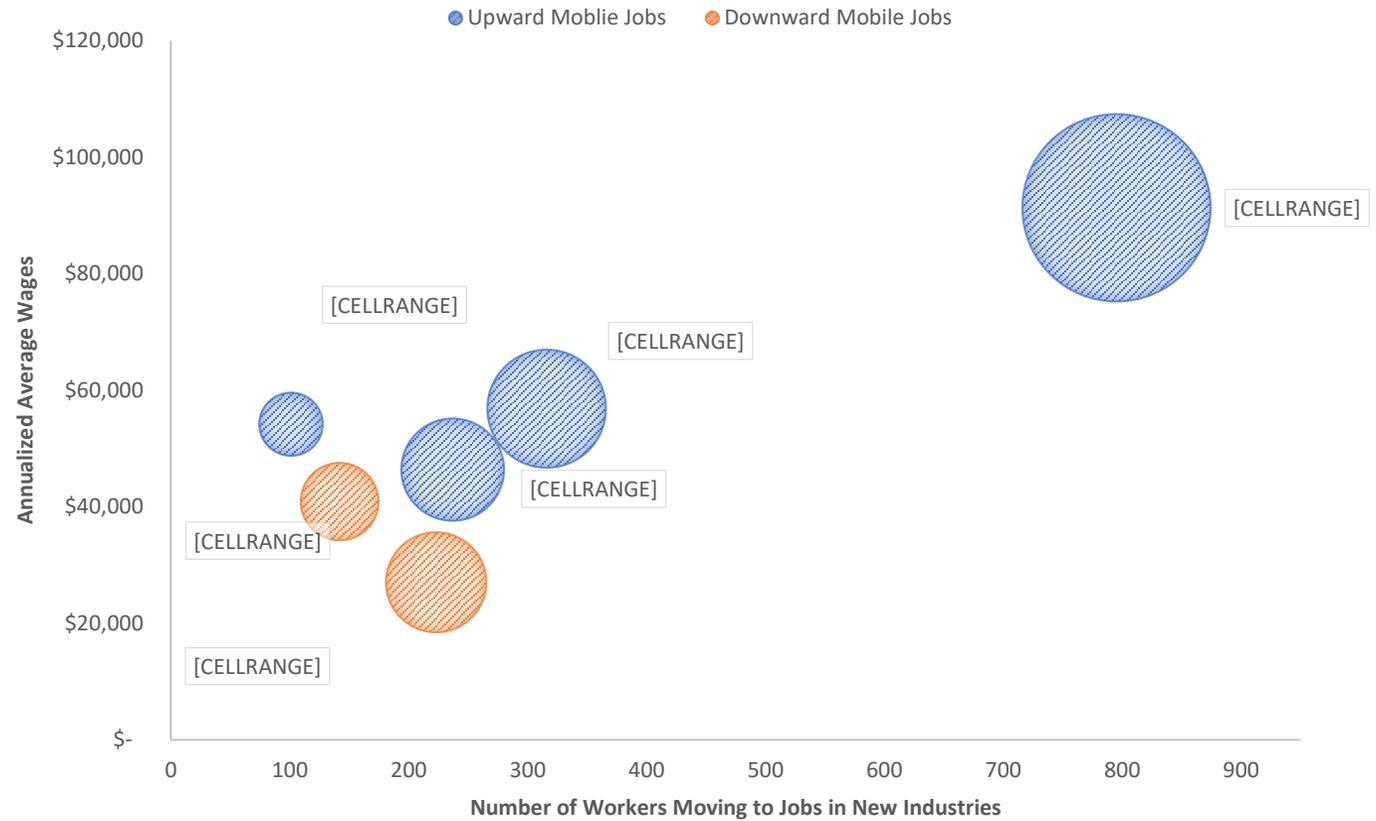
Worker Mobility by Industry Sector

Occupational Job Flows: From Administrative Support & Waste Management to Other Sectors



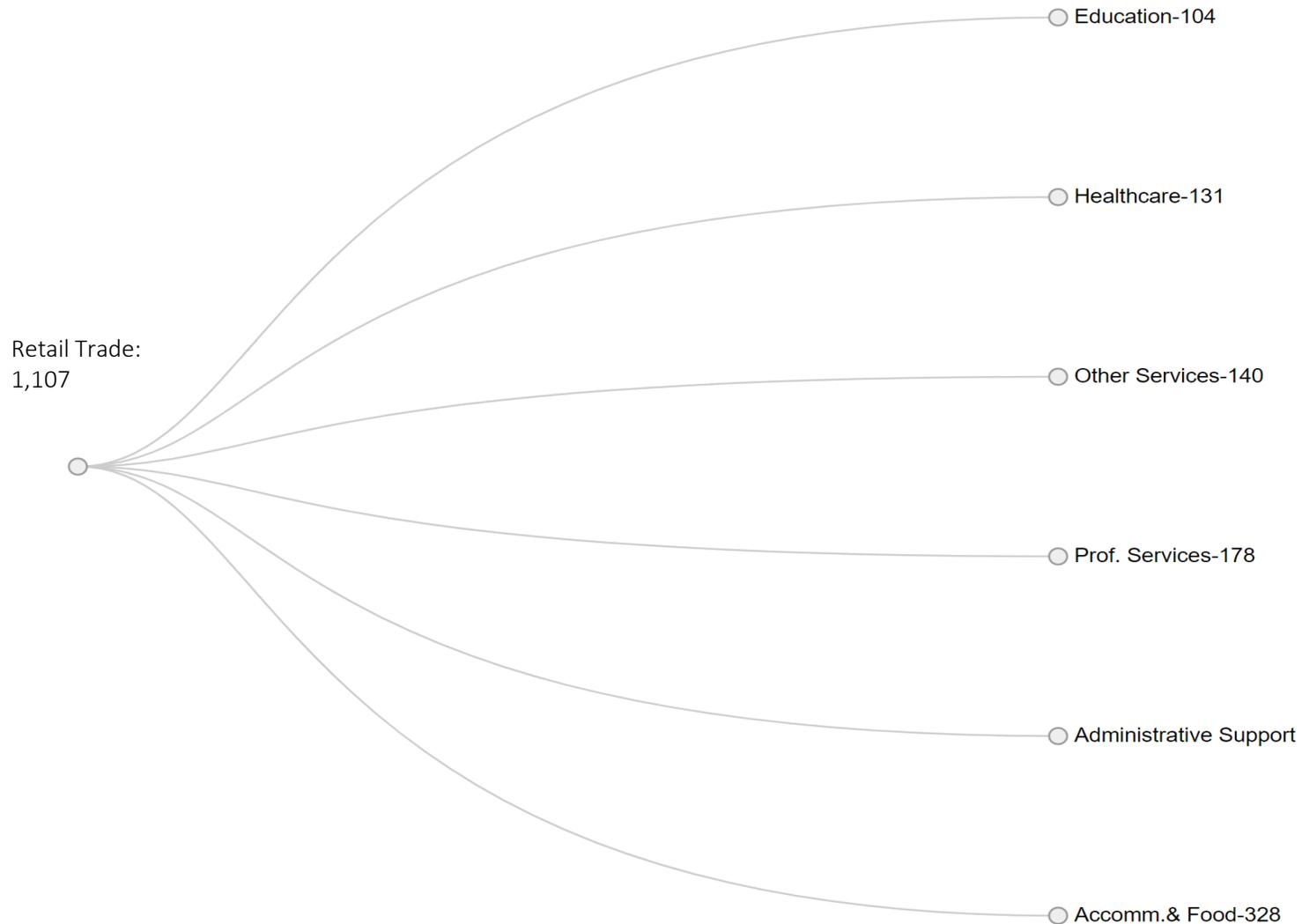
Moving to
Quality Jobs

WORKER JOB MOBILITY BY SECTOR: ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT REMEDIATION SERVICES



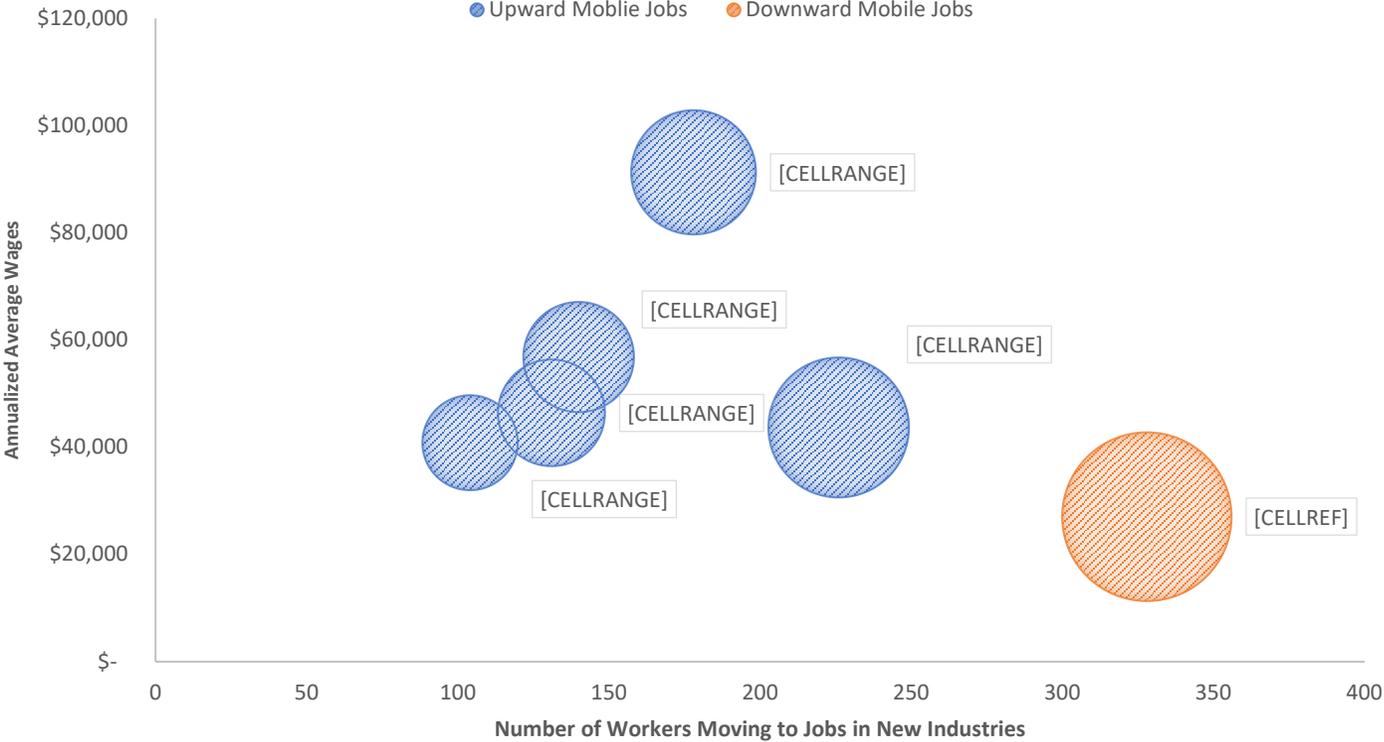
Worker Mobility in Retail Trade Sector

Occupational Job Flows: From Retail Trade to Other Sectors



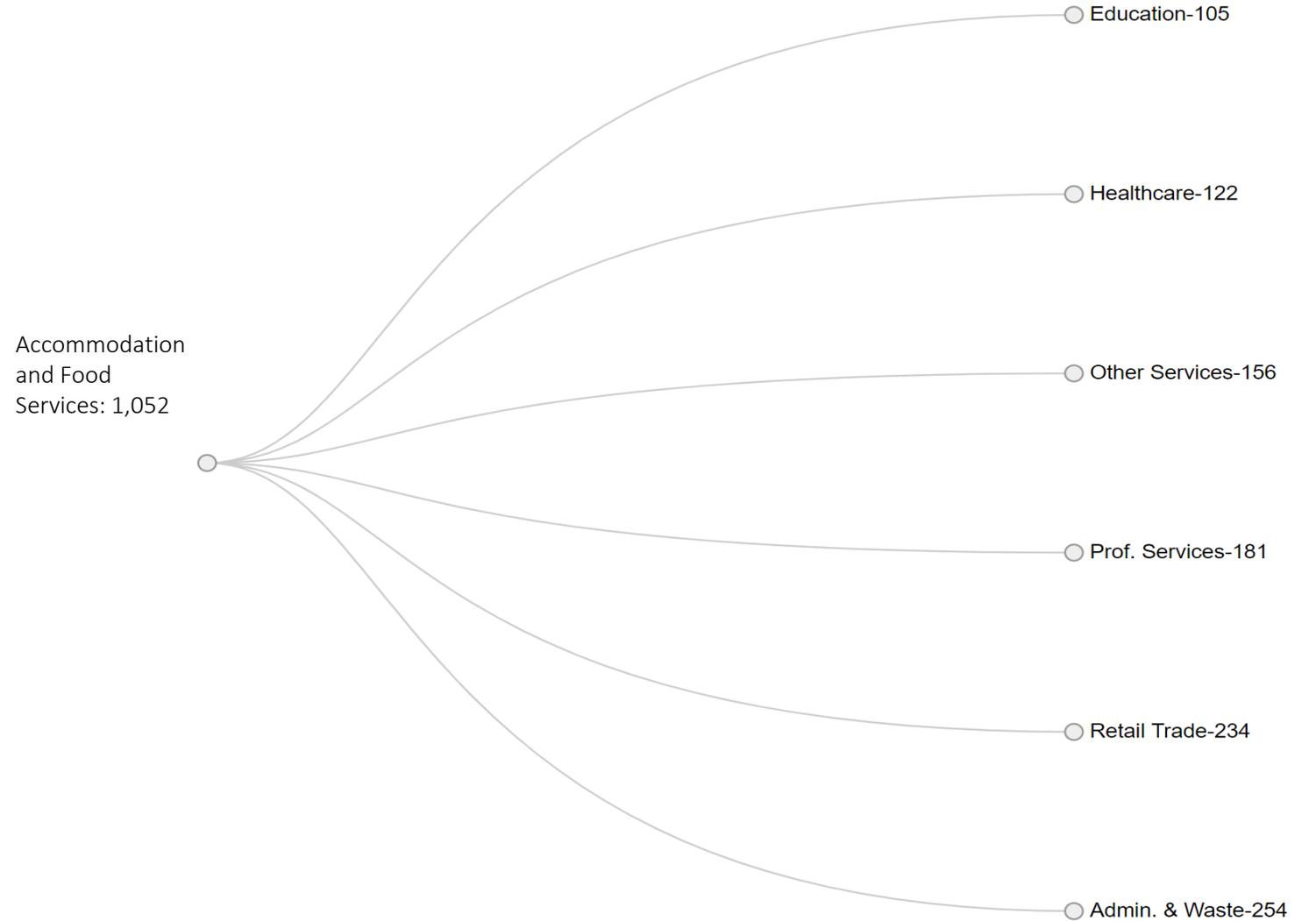
Moving to Quality Jobs

WORKER JOB MOBILITY BY SECTOR: RETAIL TRADE TO OTHER SECTORS



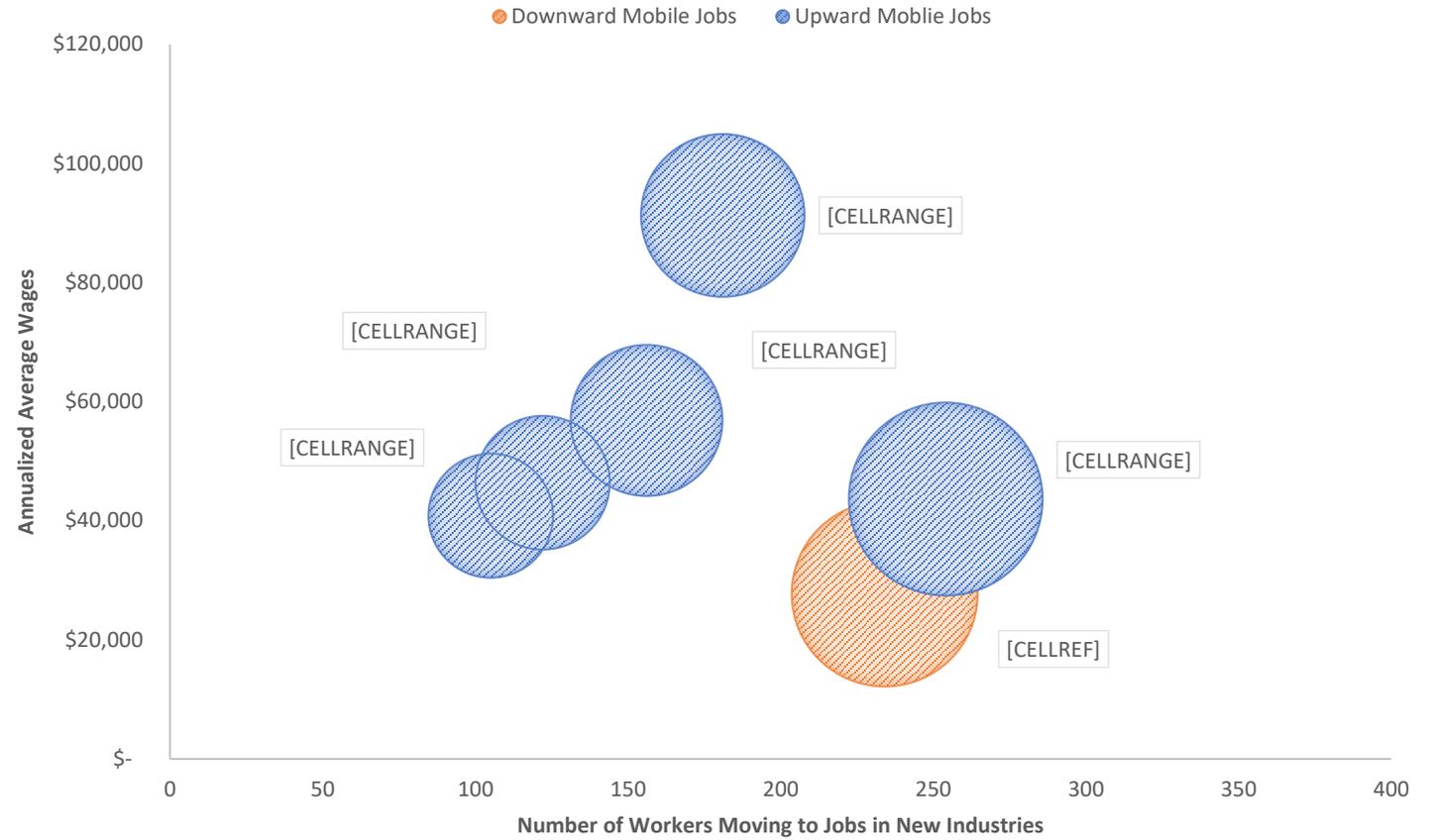
Worker Mobility in Accommodation and Food Services

Occupational Job Flows: From Accommodation and Food Services to Other Sectors



Moving to
Quality Jobs

WORKER JOB MOBILITY BY SECTOR: ACCOMMODATION AND FOOD SERVICES TO OTHER SECTORS



JOBS BY EARNINGS	# OF JOBS, 2017	%
1,250 per month or less	50,316	17.8%
1,251 to 3,333 per month	74,519	26.2%
More than 3,333 per month	159,443	59.5%
Total Primary Jobs	284,578	

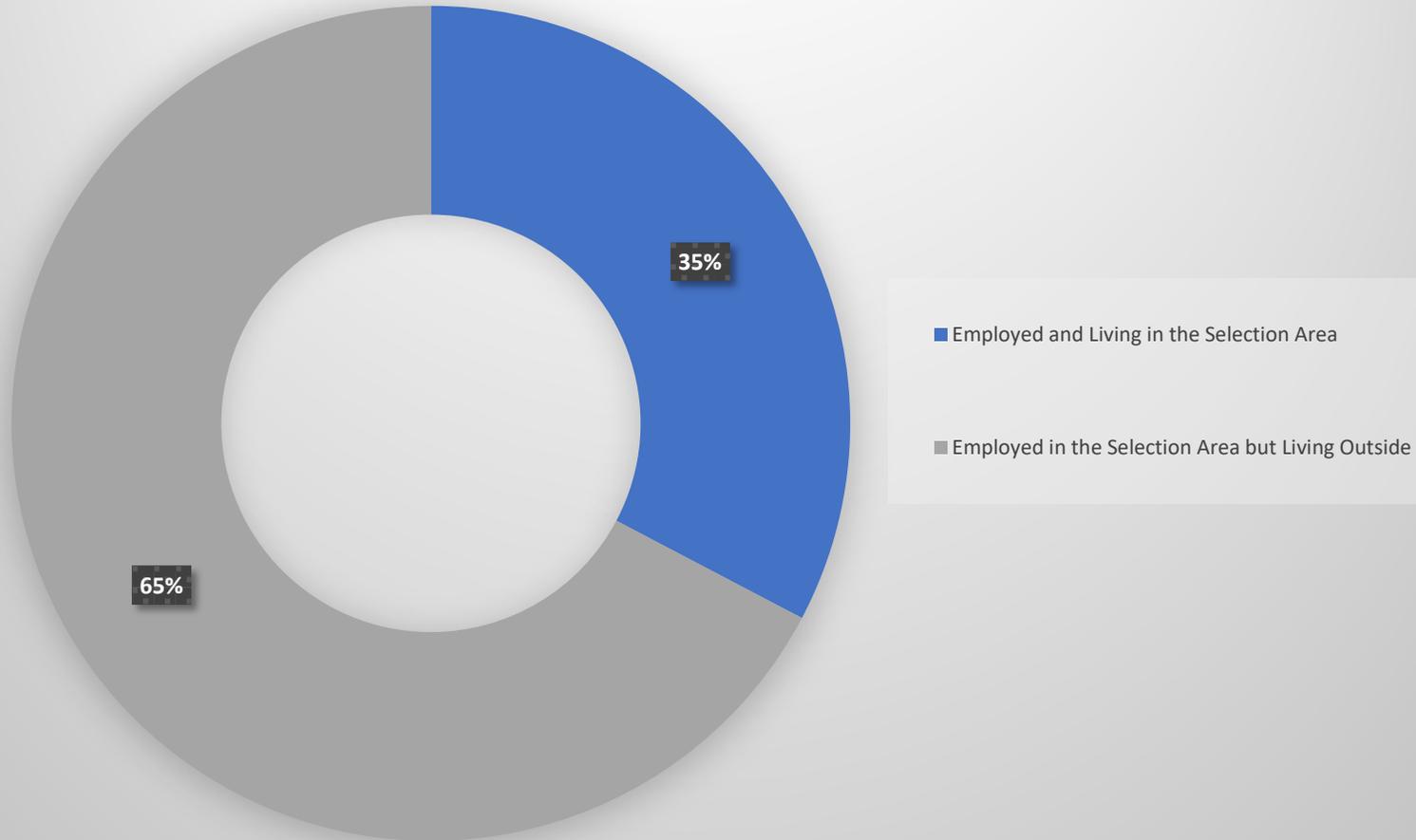
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More than 3,333 per month	159,443	59.5%
Total Primary Jobs	284,578	

Jobs by Earnings and Worker Demographics

- Low-income earners accounted for 44% of private primary jobs in 2017.
- 17.8% of employed workers earn an annual income below 15,000.
- More than a quarter of workers earn 40,000 or less annually.
- African American and White workers pre-dominate the employment market, with the former representing 38% of all workers.

Source: Census Bureau, On the Map. Quarterly Workforce Indicators.

In-Area Employment Efficiency

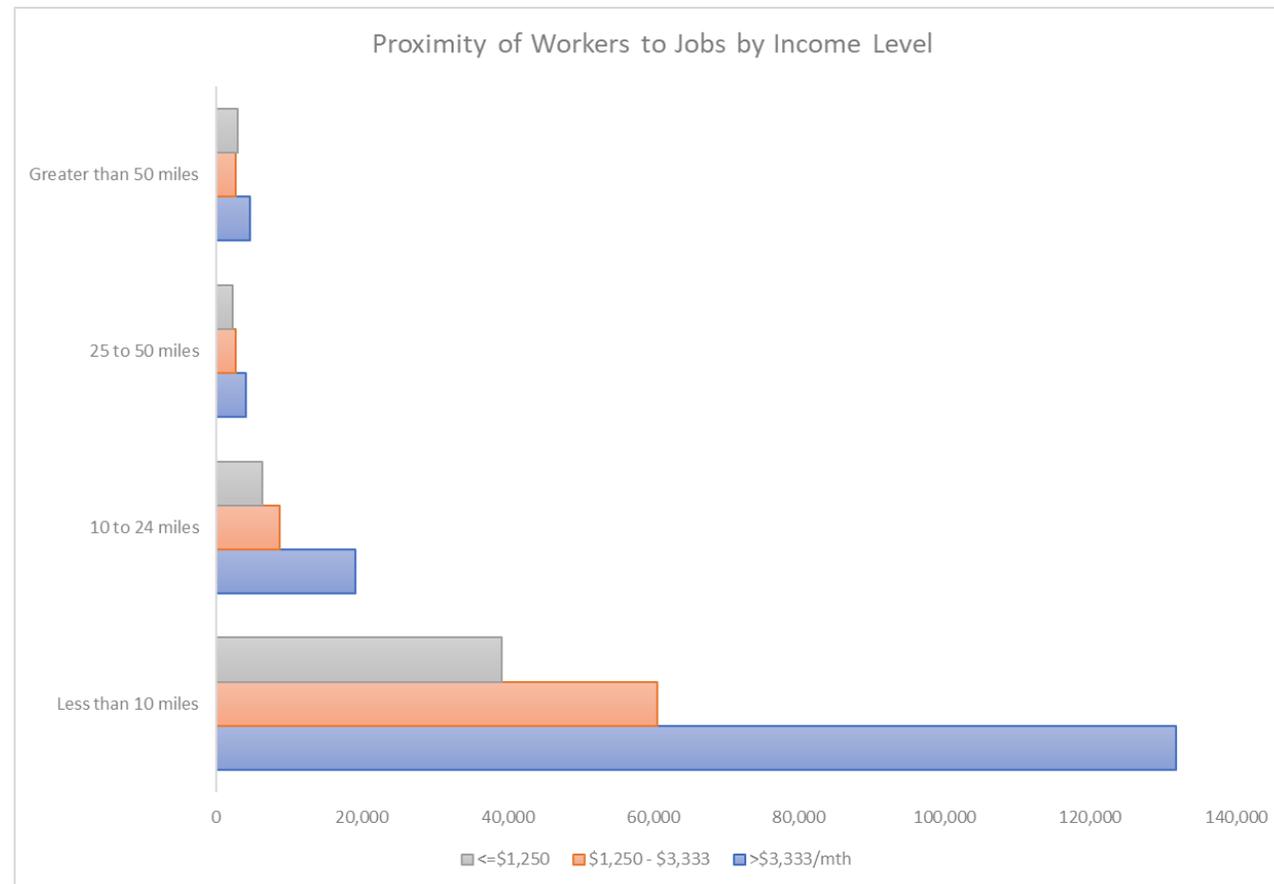


Spatial Mobility of DC's Labor Market

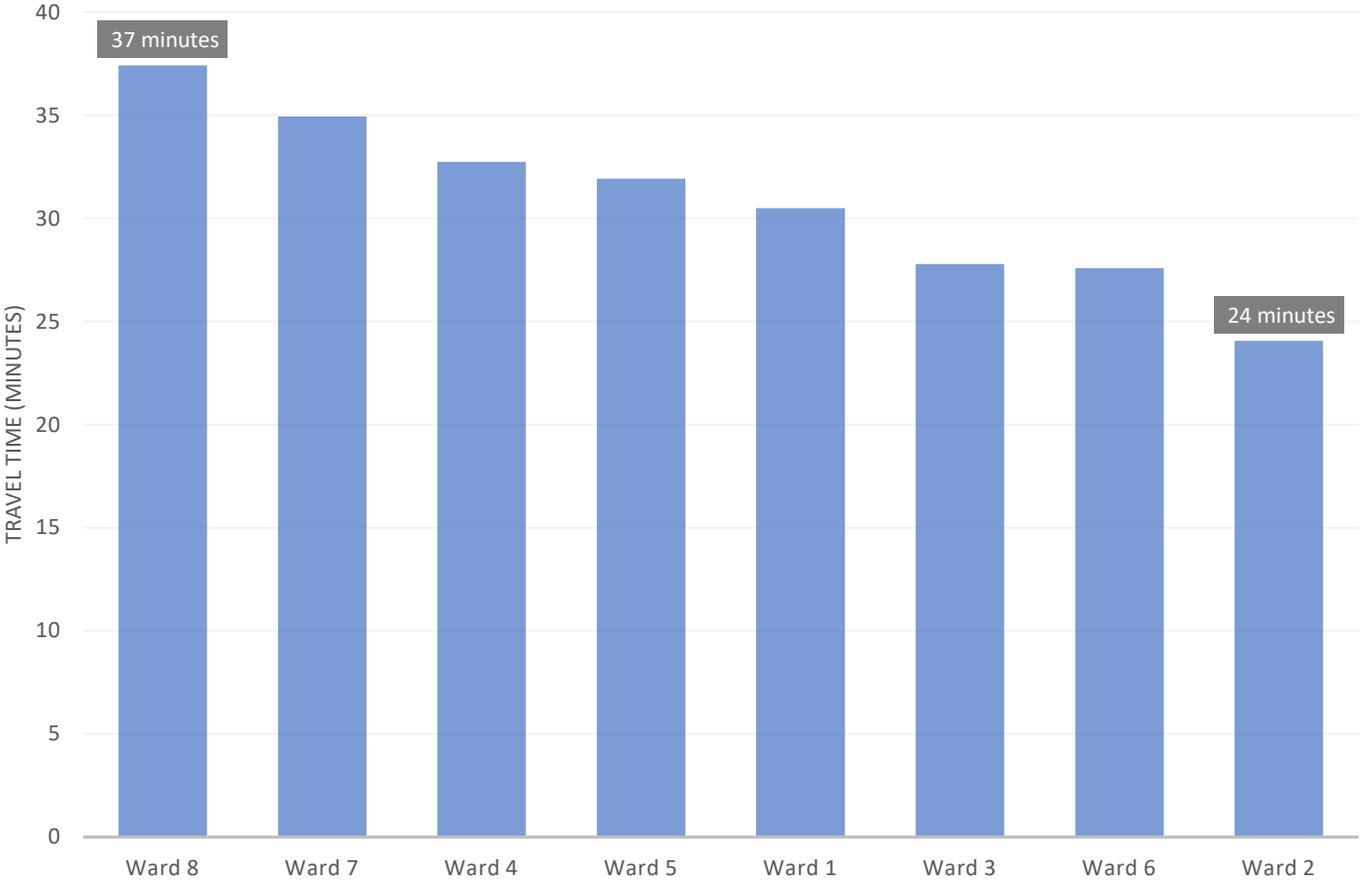
- According to the Census Bureau, In 2017 565,727 people were employed in the District, of which 284,578 (50%) live in DC.
- Just over a third (35%) of the District's workforce live and are gainfully employed within city limits. Meanwhile, almost 2 out of 3 (65%) every employed individual lives outside of DC.
- In contrast, the majority of workers in Virginia and Maryland, DC's neighbors, live in-state. The 2017 In-Area employment efficiency rate for VA and MD is 91.4% and 88.2%, respectively.
- Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2017)

Job Proximity by Earnings

- According to the Census Bureau, 185,089 District residents live and work in the city. Higher income workers are more than 3 times as likely as those earning less than 15,000 per year to live and work within the city's boundaries.
- The lowest income earners, those earning less than 40,00 per year make up a considerable share of DC's workforce and are under the greatest pressure to find employment further from their homes.
- Workers that can least afford have an increased transportation cost burden. Individuals earning less than 15,000 are more likely to be employed jobs located more than 10 miles away from their homes than their higher-income peers whose incomes are 2.7 times higher.
- Workers earning less than 40,000 per annum are most likely to travel to Arlington, VA, Alexandria, VA, Bethesda, MD, Silver Spring, MD, and Baltimore, MD. Home to work distances are highest for those earning less than 15,000 per year, the only group for which Baltimore, MD was a Top 5 work destination.
- Source: Census Bureau, On the Map [1. <https://onthemap.ces.census.gov/> 2. <https://lehd.ces.census.gov/data/#lodes>]



Commuting Patterns by Ward

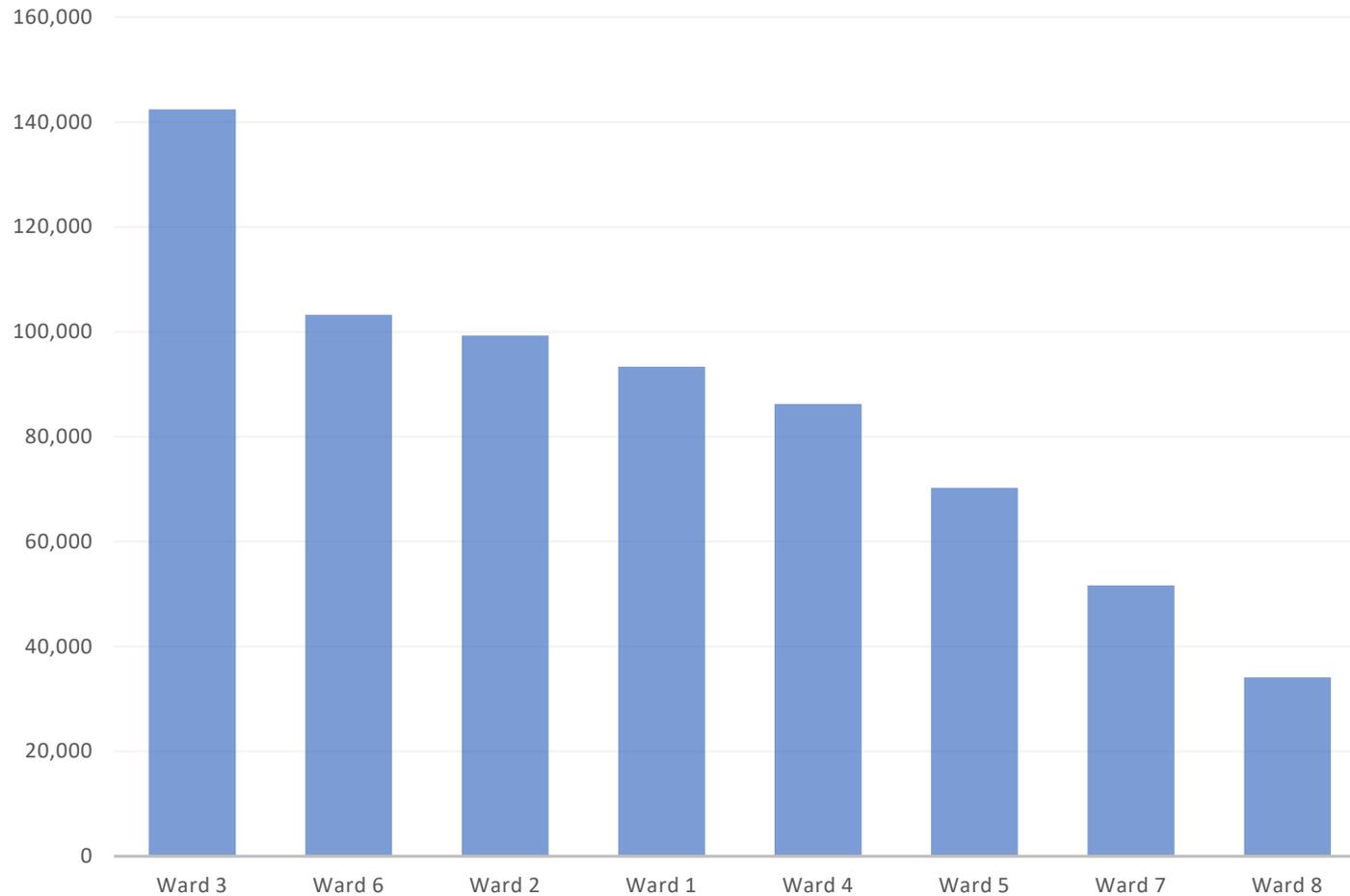


- Commuting patterns vary considerably by Ward and are a useful proxy for transportation costs, as previously mentioned, lower income workers, on average travel the greatest distance to work.
- According to American Community Survey (ACS) Ward 8 and Ward 7 residents face the longest commuting distances in the city, traveling an average of 37 and 35 minutes, respectively. These commute times are at least 50% longer than Ward 2 residents with the shortest commute time of 24 minutes and 20% longer than the City’s overall commute time of 31 minutes.

Source: American Community Survey, 2014-2017 5-year estimates HC01_EST_VC55 Mean Travel Time to Work for Population 16 years and older

Commuting Patterns by Ward

Median Household Income by Ward, 2017

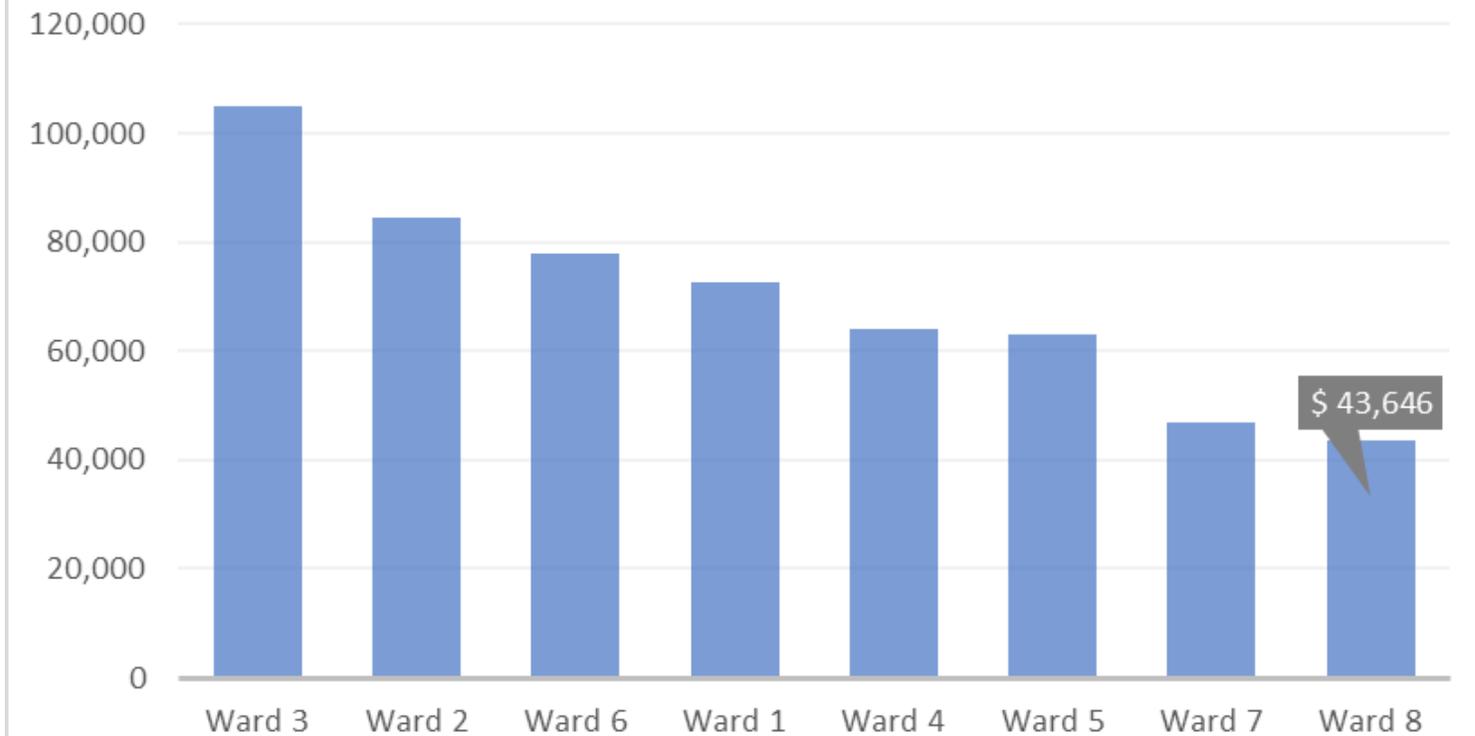


- Household incomes in the District of Columbia are substantially skewed, resulting in significant income disparities across the city's wards. In 2017, median HH income for the District of Columbia was more than \$89,000.
- Median household income for Ward 3 residents was more than \$142,000, the highest income levels in the city. Ward 3 households earned more than 4.2 times the household incomes of Ward 8 residents where the median household income was just over \$34,000.
- Ward 7 median household income was roughly \$51,600, the second lowest incomes in the city. Though Wards 7 and 8 are in the bottom third of the District's income distribution, a notable income disparity exists between the two. Median household incomes in Ward 7 are 51.5% higher than their Ward 8 peer households; in absolute terms the income gap between the two Wards is more than \$17,500, annually.

Source: American Community Survey, 2014-2017 5-year estimates HC01_EST_VC55 Mean Travel Time to Work for Population 16 years and older

Ward Income Disparities

Median Earnings for Full-Time Year Round Workers, by Ward



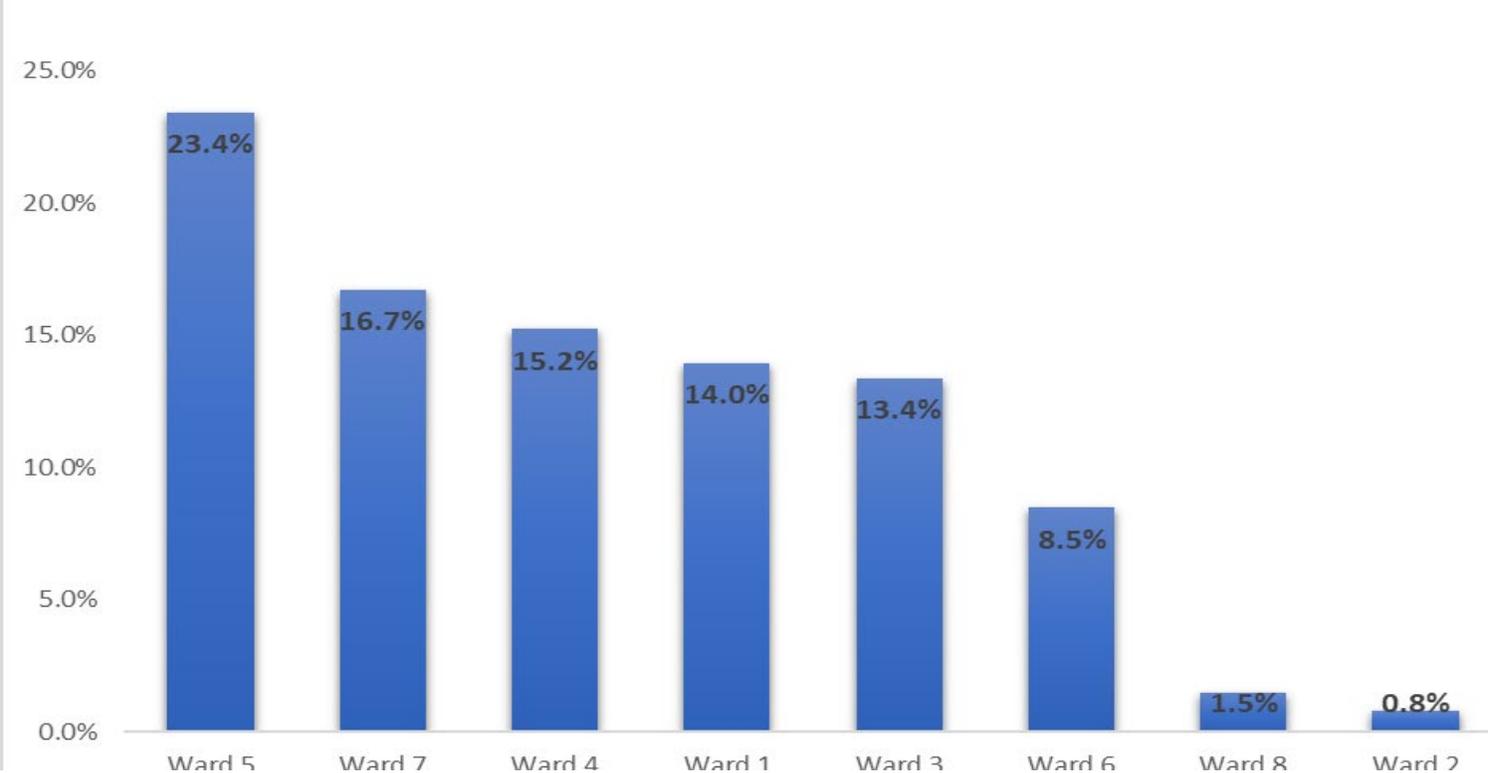
- While median household incomes are an important indicator, person-level earnings for full time workers provide a fine-grained view into workers' earning capacity. In 2017, median year-round earnings for full-time workers in the District of Columbia was more than \$68,200.
- Unsurprisingly, individual workers in Ward 3 earned the highest incomes in the city, their incomes were more than \$108,400. Workers in wards 7 and 8, on average, earned nearly 60% lower incomes of \$46,829 and \$43,646, respectively. Measuring person-level earnings considerably narrows the income gap between Ward 7 and Ward 8, reducing the disparity to 7.3%.

Source: American Community Survey, 2014-2017 5-year estimates HC01_EST_VC55 Mean Travel Time to Work for Population 16 years and older

Income Disparities by Ward

5-Year Income Growth by Ward

Median Household Income Change 2013-2017, by Ward



While absolute household and full-time worker earnings show a highly skewed income distribution, it is important to understand the changes in income levels over time to assess people's potential for income mobility.

Over the last 5-years District household incomes rose substantially, growing at a median rate of 13.7%. Ward 5 and Ward 7 residents experienced the highest income growth in the city. Ward 8 continues to lag behind, the ward's median household income grew less than 2% over the 5-year period. Ward 2 median household incomes grew the slowest at 0.8%.

Source: American Community Survey, 2017 & 2013 5-year estimates Median Household Income for Population 16 years and older. Median income estimates for 2013 were inflation adjusted to 2017 dollars, using BLS CPI-U-RS annual estimates.

Employment by Occupation

EMPLOYMENT BY OCCUPATION, 2018



- The largest centers of employment are overwhelmingly clustered in high-skill occupations ranging from Business Operations Specialists to Lawyers and Computer Occupations.
- Despite the predominance of high-skilled professional services in the employment landscape, occupations requiring lower levels of skill requirements are important contributors to the job creation dynamic in the District. Altogether, Secretaries and Administrative Assistants (low-skill) and Registered Nurses (middle-skill) accounted for 21,700 jobs, in 2018.
- Secretaries & Administrative assistants accounted for a higher share of total employment than middle-skilled Registered Nurses, the BLS Occupational Outlook the national outlook for the occupation is poor. According to BLS, the occupation is expected to decline 7% by 2028. Though, the local occupational outlook may differ the expectation is that BLS' poor outlook is applicable.
- Middle-skill Registered Nurses, on the other hand, are expected to increase employment levels by 12% in the next decade, according to BLS Occupational Outlook.

Top 10 Employer Industries

Employment by Industry Sector Annual Average 2018



- In 2018 the Professional Services sector was the largest, single sector employer in the District. The sector accounted for 1 in 5 jobs in the District.
- Health Care, Accommodation and Food Services, and Waste Management and Remediation were second in employment numbers in the city, each accounting for average 11.5% of total private sector jobs.
- Information and Construction sectors collectively accounted for 6.5%, just over half the jobs employment of the Health Care and Social Assistance sector.

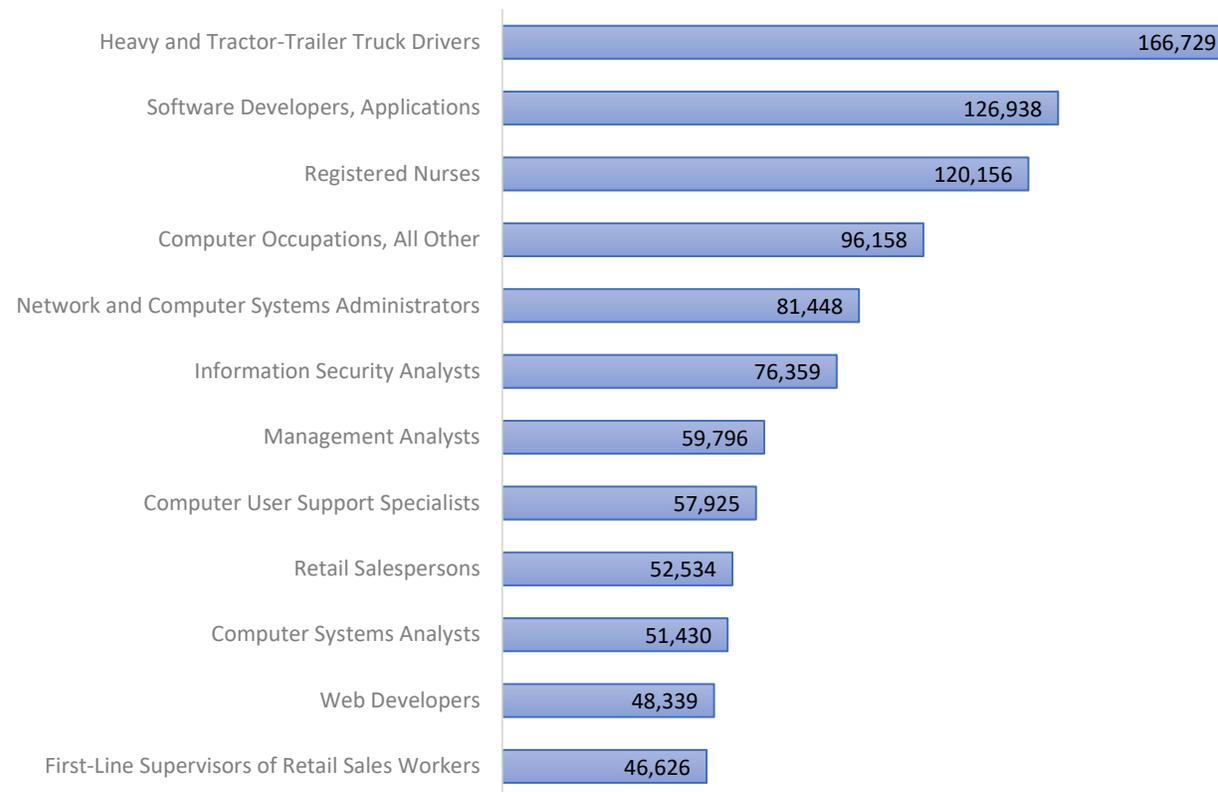
Industry Sector	Employment	% Distribution
Combined Government	237,089	31%
Professional & business services	167,694	22%
Education & health services	116,911	15%
Leisure & hospitality	79,571	10%
Other services	73,442	10%
Trade, transportation, & utilities	33,021	4%
Financial activities	27,284	4%
Information	19,174	2%
Construction	15,588	2%
Manufacturing	1,336	0%
Unclassified	608	0%
Natural resources & mining	32	0%
Total	771,750	

Employer Needs: Job Openings by Occupation

- Evaluating employer's workforce needs, as codified in online job postings, shows that employers' demand differs considerably from the city's aggregate employment distribution.
- Software developer talent is extremely important to local employers. Meanwhile, demand for Registered Nurses ranks in the Top 5 hiring priorities for local employers. Notably, the number of job openings posted in calendar year 2018 alone is almost equivalent to the number of workers BLS reports as currently employed in the field. Given that DC's labor force skews to younger workers, it is likely that employer demand at this level is a signal of the growth potential for the occupation locally.
- Similarly, employer demand for middle-skill occupations is evident in three occupations: Registered Nurses, Computer User Support Specialists, and First-Line Supervisors of Retail Workers. Employer demand for low-skilled Retail Salespersons and Drivers, given the region's strong retail sector and growing e-commerce market. These figures suggest that local demand might outstrip the declining trend national and continue to stay open as an employment possibility to lower-skilled, younger workers.

Source: EMSI

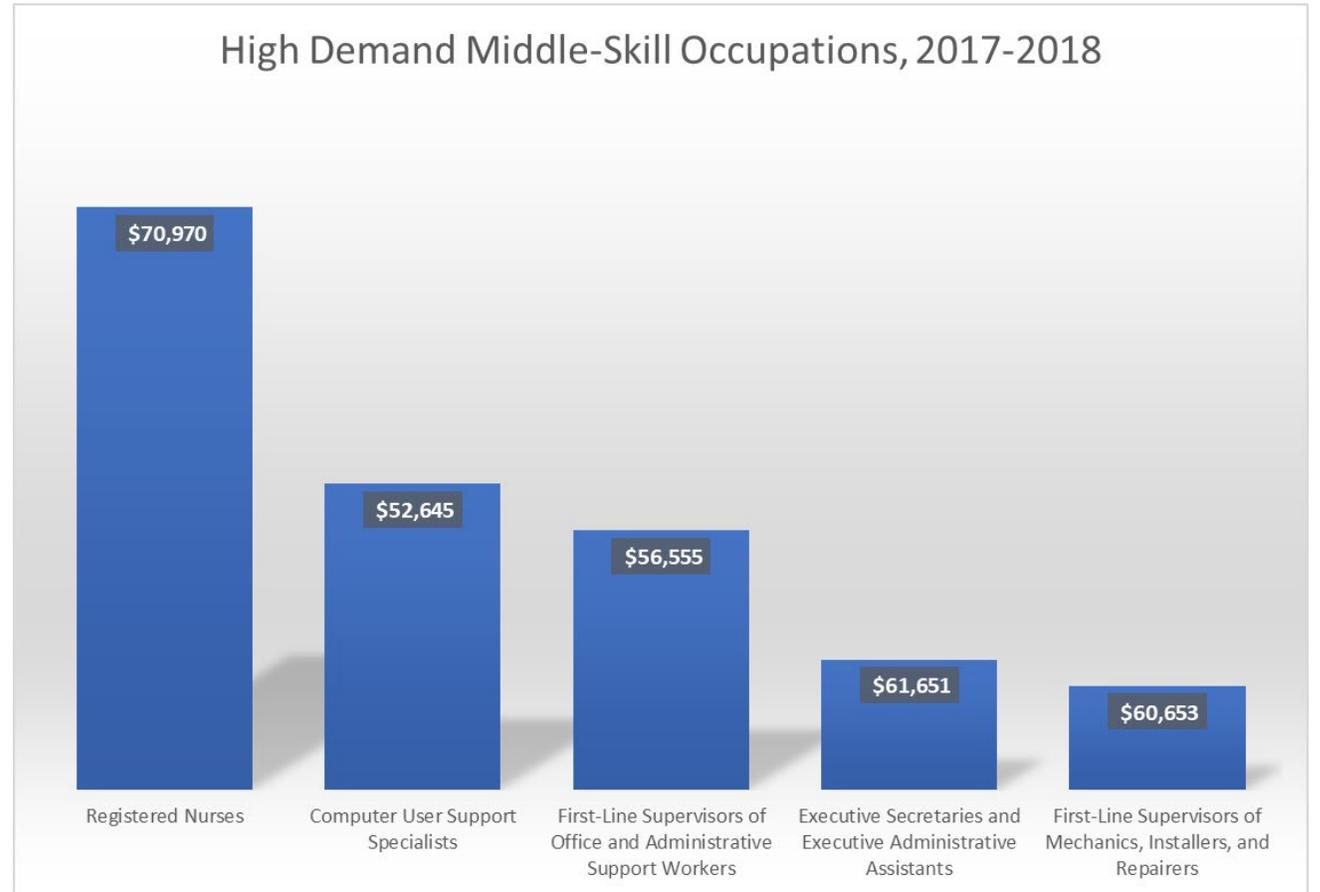
Regional Employer Need:
High Demand Occupations, 2017-2018



Employer Needs: Job Openings by Middle-Skill Occupations

- Job openings for middle-skill occupations indicate that despite the pre-dominance of the District's high-skilled populace, employers are interested in hiring middle-skill workers as well.
- Registered Nurses is the top high demand middle-skill occupation, with an average income of nearly \$71,000 and moderate education barriers, the occupation represents a viable pathway for new entrants.
- Similarly, regional employer demand is high for Computer User Support Specialists and First-Line Supervisors of Office Administrative Support workers, with job openings of 13,258 and 11,323 respectively.

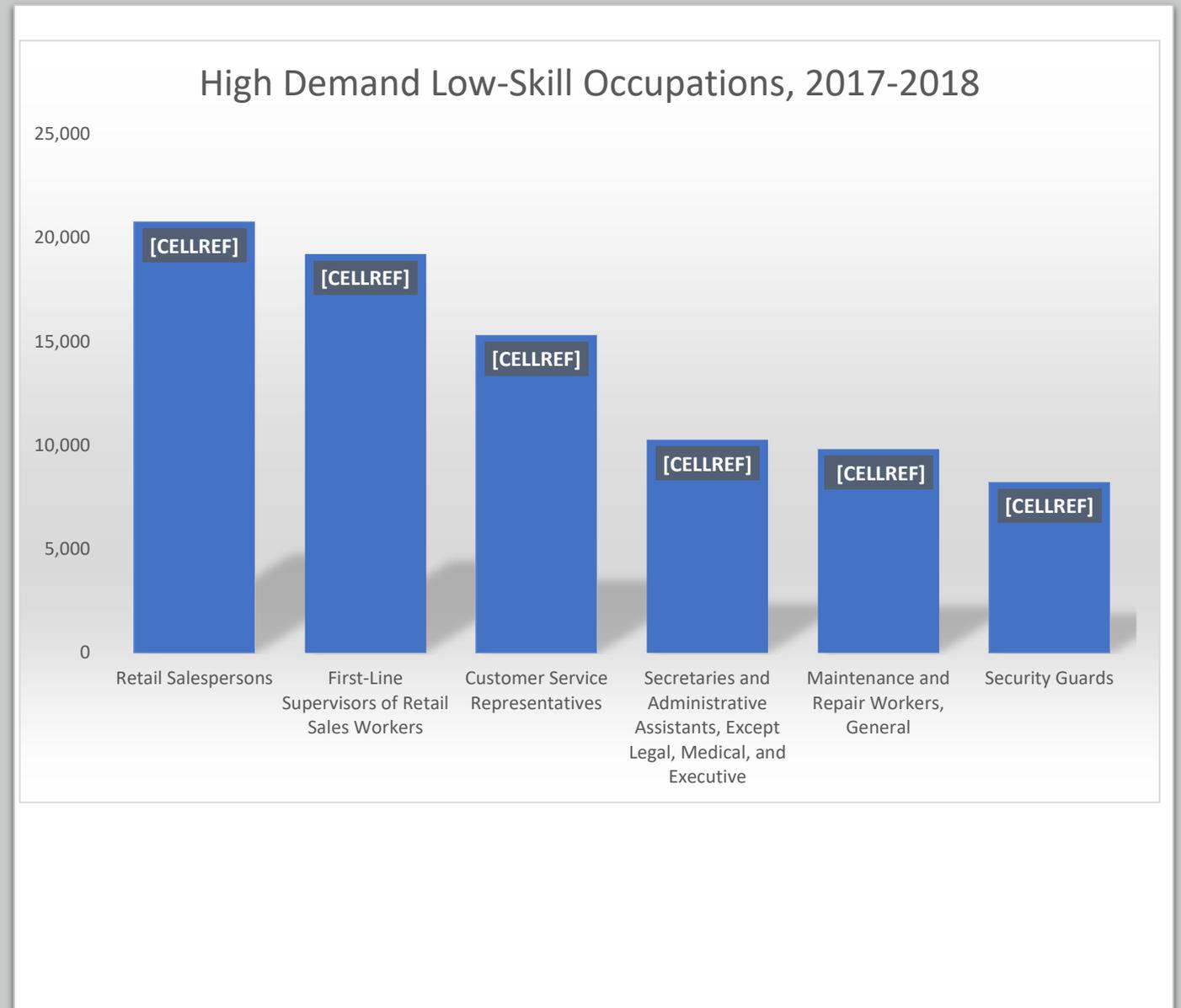
High Demand Middle-Skill Occupations, 2017-2018



Employer Needs: Job Openings by Low-Skill Occupations

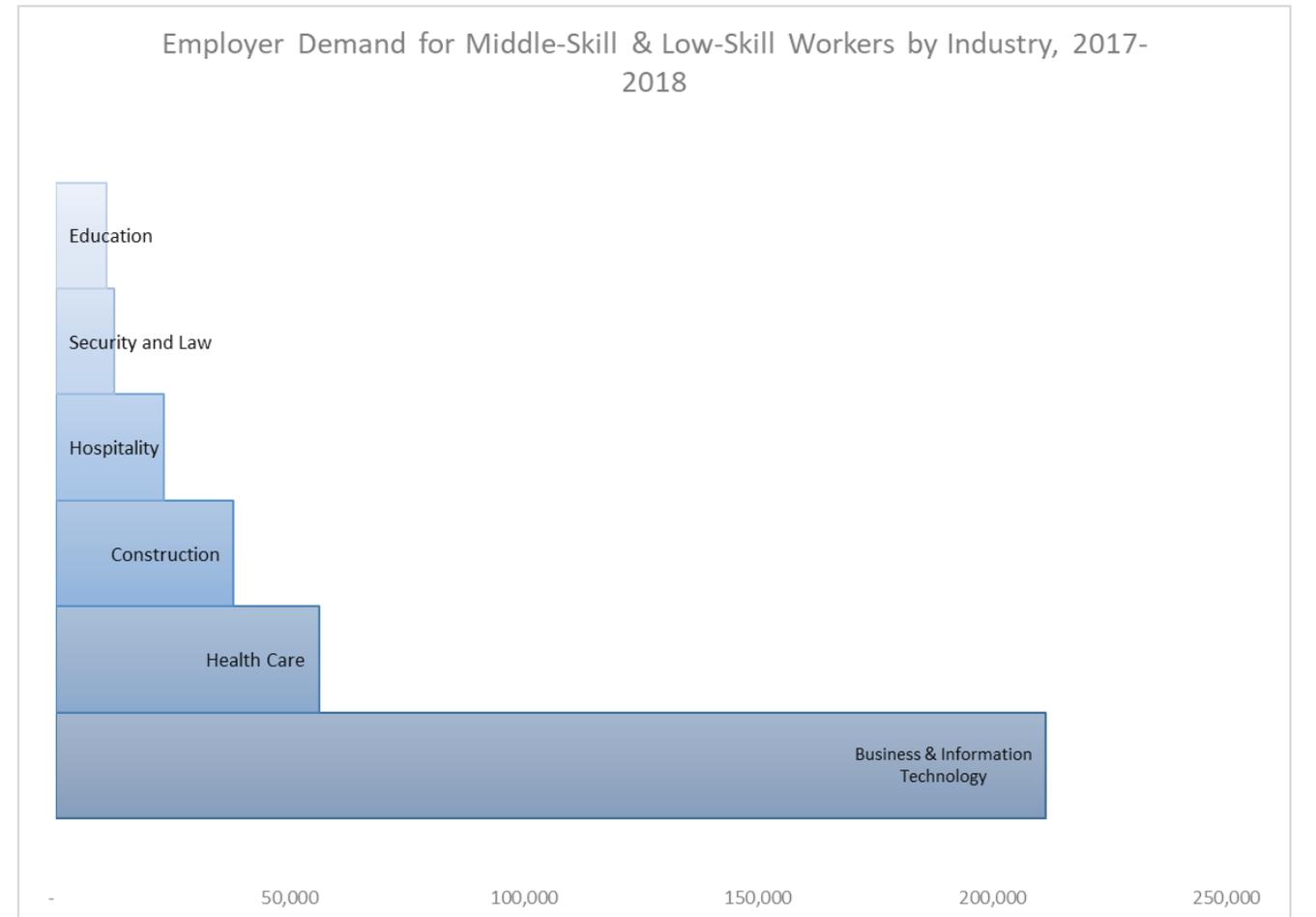
- Job openings for low-skill occupations indicate that despite the pre-dominance of the District's high-skilled populace, employers are interested in hiring low-skill workers as well.
- Retail Salesperson is the top high demand low-skill occupation, job openings were more than 20,770 between 2017 and 2018. Despite strong employer demand, BLS estimates the occupation's average income at \$25,293. According to MIT's living wage estimates, this income level falls well below a family sustaining wage, assuming a 4-person household. Education entry barriers are the lowest for the occupation and represents the most accessible entry point into the labor market for low-skilled workers.
- Regional employer demand is high for other low-skilled occupations such as First-Line Supervisors of Retail Sales Workers, Customer Service Representatives, and Maintenance and Repair Workers. Similar to Retail Salespersons, these employer demand is high and accessible as education entry barriers are low; however, average income levels exceed the family sustaining threshold and therefore represent a viable pathway to income mobility for new entrants.

Source: EMSI



Employer Demand for Low- and Middle-Skill Occupations by Sector

Source: EMSI



High-Demand Occupations by Sector: Business & Information Technology

- These occupations account for more than half of total employers' demand for workforce talent.
- Source: EMSI

Business & Information Technology	Job Openings	Skill-Level
Retail Salespersons	21,516	Low-Skill
First-Line Supervisors of Retail Sales Workers	20,139	Low-Skill
Computer User Support Specialists	19,272	Middle-Skill
Customer Service Representatives	18,411	Low-Skill
First-Line Supervisors of Office and Administrative Support	14,169	Middle-Skill
Secretaries and Administrative Assistants, Except Legal	13,764	Low-Skill
Stock Clerks and Order Fillers	7,971	Low-Skill
Executive Secretaries and Executive Administrative Assistants	7,889	Middle-Skill
Bookkeeping, Accounting, and Auditing Clerks	5,914	Low-Skill
Tellers	5,737	Middle-Skill

High-Demand Occupations by Sector: Health Care

- These occupations account for more than half of total employers' demand for workforce talent.
- Source: EMSI

Health Care	Job Openings	Skill-Level
Registered Nurses	33,210	Middle-Skill
Nursing Assistants	5,025	Middle-Skill
Medical Assistants	4,579	Middle-Skill
Pharmacy Technicians	3,523	Middle-Skill
Medical Records and Health Information Technicians	2,997	Middle-Skill
Clinical Laboratory Technologists and Technicians	571	Middle-Skill
Personal Care Aides	174	Low-Skill
Radiologic Technologists	159	Middle-Skill
Environmental Science and Protection Technicians	156	Middle-Skill
Healthcare Support Workers, All Other	155	Middle-Skill

High-Demand Occupations by Sector: Construction

- These occupations account for more than half of total employers' demand for workforce talent.
- Source: EMSI

Construction	Job Openings
Maintenance and Repair Workers, General	12,185
First-Line Supervisors of Mechanics, Installers, Heavy and Tractor-Trailer Truck Drivers	5,960
Light Truck or Delivery Services Drivers	4,132
Automotive Service Technicians and Mechanics	3,381
First-line Supervisors of Transportation and Ma Inspectors, Testers, Sorters, Samplers, and Wei	2,829
Electrical and Electronics Engineering Technicia	2,592
Electricians	494
Construction and Building Inspectors	321

High-Demand Occupations by Sector: Hospitality

- These occupations account for more than half of total employers' demand for workforce talent.

Source: EMSI

Hospitality	Job Openings
First-Line Supervisors of Food Preparation and Serving Workers	9,468
Food Service Managers	5,357
Maids and Housekeeping Cleaners	2,873
Combined Food Preparation and Serving Workers, Including Fast	929
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	677
Cooks, Restaurant	616
Waiters and Waitresses	478
Hotel, Motel, and Resort Desk Clerks	469
Recreation Workers	369
Food Preparation Workers	301

High-Demand Occupations by Sector: Education

- These occupations account for more than half of total employers' demand for workforce talent.

Source: EMSI

Education	Job Openings
Teachers and Instruc	4,447
Childcare Workers	3,786
Teacher Assistants	1,311
Coaches and Scouts	931
Postsecondary Teach	788
Secondary School Te	712
Educational, Guidanc	507
Preschool Teachers,	491
Fitness Trainers and	468
Education Administr	237

Employer Needs: Potential Skills Shortage for Middle-Skill Occupations in High Demand

- We define a skills shortage as any occupation cell where the median vacancy duration is greater than the city median and employment demand for workers in the occupation exceeds current employment levels. According to this approximate gap metric, local employers appear to be experiencing a general skills shortage in 10 occupations. Unsurprisingly, the majority of these occupation represent demand for high-skill labor, except for retail workers.
- Employer demand for low-skilled First-Line Supervisors of Retail Sales Workers is inconsistent with aggregate trends, local demand is 1.5 times higher than current employment levels and job postings remain unfilled 15% longer than the median job; indicating that employers are experiencing above normal difficulty in sourcing talent to fill these jobs.
- 8 middle-skill occupations, Pharmacy Technicians and Medical Assistants do not pay family sustaining wages on entry.
- Source: EMSI

Occupation	Job Openings, 2017-2018	Median Days to Fill Vacancy	Current Employment	Annual Earnings
Computer User Support Specialists	13,358	37	4,110	52,645
Medical Assistants	4,245	44	1,970	34,757
Pharmacy Technicians	3,091	48	840	31,325
Automotive Service Technicians and Mechanics	2,894	48	390	41,912
Physical Therapist Assistants	988	37	200	40,955
Electrical and Electronics Engineering Technicians	778	41	420	63,274

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Income Mobility Potential for Middle-Skill Occupations in High Demand

Source: EMSI, BLS Model Wages Based on Work Complexity

Occupation	Annual Earnings	BLS Average Wages	Income Mobility Potential
Computer User Support Specialists	52,645	71,020	35%
Medical Assistants	34,757	42,010	21%
Pharmacy Technicians	31,325	39,980	28%
Automotive Service Technicians and Mechanics	41,912	59,350	42%
Physical Therapist Assistants	40,955	40,920	0%
Electrical and Electronics Engineering Technicians	63,274	83,330	32%

Employer Needs: Potential Skills Shortage for Low- Skill Occupations in High Demand

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- Source: EMSI

Occupation	Job Openings, 2017-2018	Median Days to Fill Vacancy	Current Employment Level	Annual Earnings
Retail Salespersons	20,772	42	6,450	25,293
First-Line Supervisors of Retail Sales Workers	19,211	41	1,810	41,309
Maintenance and Repair Workers, General	9,822	38	4,660	40,082
Stock Clerks and Order Fillers	7,121	38	3,300	25,646
First-Line Supervisors of Food Preparation and Serving Workers	6,074	47	3,590	34,819
Nursing Assistants	5,114	40	3,500	28,704
Food Service Managers	3,890	44	1,600	59,696
Tellers	3,060	38	1,060	30,846
Light Truck or Delivery Services Drivers	2,924	39	1,340	31,699
Hotel, Motel, and Resort Desk Clerks	2,481	43	1,600	25,958

Income Mobility Potential for Low-Skill Occupations in High Demand

- We define a skills shortage as any occupation cell where the median vacancy duration is greater than the city median and employment demand for workers in the occupation exceeds current employment levels. According to this approximate gap metric, local employers appear to be experiencing a general skills shortage in 10 occupations. Unsurprisingly, the majority of these occupation represent demand for high-skill labor, except for retail workers.
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- Source: EMSI

Occupation	Annual Earnings (BLS Model Wages Based on Work Complexity)	BLS Average Wages (Avg.)	Income Mobility Potential
Retail Salespersons	25,293	37,510	48%
First-Line Supervisors of Retail Sales Workers	41,309	51,800	25%
Maintenance and Repair Workers, General	40,082	52,570	31%
Stock Clerks and Order Fillers	25,646	34,510	35%
First-Line Supervisors of Food Preparation and Serving Workers	34,819	47,020	35%
Nursing Assistants	28,704	33,510	17%
Food Service Managers	59,696	70,980	19%
Tellers	30,846	35,790	16%
Light Truck or Delivery Services Drivers	31,699	36,770	16%
Hotel, Motel, and Resort Desk Clerks	25,958	35,950	38%

High Demand Occupations with Labor Force Exit rates that exceed the national median and WIC opportunities

- Shifting work complexity: previous taxonomies classified these occupations at high skill levels than contemporaneous employer classifications or demand for credentials to perform the job. Classification misalignments may be due to a shift in the complexity of the job function due to newer technologies or tight labor markets that force employers to align their demand for credentials closer to the job function or work context.
 - Maintenance and Repair Workers, General, Pharmacy Technicians and Automotive Service Technicians and Mechanics (Low-Skill based on [redacted] but O*NET classifies the occupation as Middle-Skill.)
 - 6 potentially new middle-skill occupations previously classified as High-Skill: Network and Computer Systems Administrators, Social and Human Service Assistants, Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products, Sales Representatives, Services, All Other, Property, Real Estate, and Community Association Managers, First-Line Supervisors of Non-Retail Sales Workers. These occupations indicate emerging workforce needs that local training providers should respond to, especially if the potential for income mobility is substantial.
 - Credential inflation: Low-skill jobs (8 occupations) that employers are demanding Associate's Degrees but BLS and O*NET classify these occupations as low-skilled. It would seem that employers are using credentials to proxy for an underlying skill demand and are possibly unintentionally constructing artificial barriers to employment and entry for opportunity seekers: Customer Service Representatives, Secretaries and Administrative Assistants, Except Legal, Medical, and Executive, Maintenance and Repair Workers, General, Security Guards, First-Line Supervisors of Food Preparation and Serving Workers, Nursing Assistants, Food Service Managers, and Childcare Workers. Vacancies for five of these occupations, on average, remain open 6.3 days (18%) longer than typical job postings.
- Source: Employment Projections program, U.S. Bureau of Labor Statistics, 2018-2028. Table 1.10 Occupational separations and openings, projected 2018-28

Occupation	Projected Labor Force Exit Rate 2018-2028 (National = 3.3%)
Retail Salespersons	5.7
First-Line Supervisors of Retail Sales Workers	3.5
Maintenance and Repair Workers, General	3.5
Stock Clerks and Order Fillers	5.1
First-Line Supervisors of Food Preparation and Serving Workers	4.4
Nursing Assistants	5.4
Tellers	4.9
Light Truck or Delivery Services Drivers	4.1
Hotel, Motel, and Resort Desk Clerks	5.5
Medical Assistants	3.9
Physical Therapist Assistants	4.3

WIC Community Engagement Summary

Community engagement forums were held throughout the District with the homeless community, returning citizens, individuals with limited English language skills, organized labor, providers of youth services, community providers of supportive services and employers. An additional forum is scheduled during the week of December 2nd with disabled individuals and their advocates. The WIC also scheduled meetings with each core partner in the District's workforce and education system – DDS, DHS, DOES and OSSE.

Each forum:

- Reviewed the WIOA strategic planning process and the WIC's vision and goals;
- Shared up-to-date data on the District's economy, workforce needs and demographics;
- Asked what we were doing best as a workforce development/education/social services system, including public agencies and CBO's, that could be expanded;
- Asked where the gaps and challenges were from the perspective of a job seeker, a youth and an employer and what could we could do as a community to increase the effectiveness of our services;
- Asked how we could best benchmark progress.

Whether the community meeting was with the homeless, returning citizens, organized labor, businesses, or staff for District agencies or a community-based nonprofit organization (CBO), common themes were raised again and again.

- The District has many excellent providers of workforce, educational, and social services—including government agencies and CBO's - but jobseekers have trouble discerning how these services are accessed and connect.
- We lack a common way to assess, appropriately refer and jointly serve individuals who have varying degrees of job readiness. This is a particularly large problem for individuals with serious barriers to employment who need a variety of services from several different workforce employers who are often sent job seekers who do not match their job requirements.

- Employers do not have a clear way to connect to a talent pool of work-ready job seekers or to arrange for a skills upgrade for their incumbent employees.
- We also lack a common report card showing which services are most effective for which individuals and businesses.

The forums also surfaced a number of tactical impediments to effective service receipt including:

1. Returning citizens have a great deal of trouble getting their identification and driver's licenses restored. This process should be completed, to the extent possible, prior to release and simplified after release;
2. The work experience sites used by returning citizens often do not match employer requirements to get a subsequent job;
3. Homeless citizens cannot navigate the welter of public workforce, CBO and social services resources, each with different eligibility and assessment rules and processes.
4. The Marion Barry summer program is a great resource but, at its conclusion, most youth are not connected to their next activity.
5. Organized labor is ready to welcome a much larger number of the Districts resident's into paid apprenticeship programs with access to lifetime training and career advancement. The impediment is coordinated screening, referrals and counseling to make sure that applicants meet minimum standards and are ready to work.
6. Businesses need a larger work ready talent pool. They would like a simpler, coordinated way to access talent.
7. Youth – and other groups with serious employment barriers – do not understand the paperwork requirements to obtain workforce services.

Attachments: Forum attendance lists

Forum agendas

Notes

WIOA COMMON MEASURES (Q30)

	Negotiated Outcome	PY18								PY19					
		Q1		Q2		Q3		Q4		Q1		Q2			
		N (number)	Percent	N (number)	Percent										
Title I Adult	Participants Served (N only)	N/A	806	N/A	738	N/A	832	N/A	953	N/A	N/A	860	N/A		N/A
	Employment rate (2d quarter after exit)	65%	67.8%	100%	76.6%	100%	68.0%	100%	71.2%	100%	65%	70.5%	100%		
	Employment rate (4th quarter after exit)	68%	75.7%	100%	72.3%	100%	73.0%	100%	72.3%	100%	68%	72.0%	100%		
	Median earnings (2d quarter after exit)	\$5,725	\$7,242	100%	\$7,645	100%	\$7,341	100%	\$6,837	100%	\$5,725	\$6,397	100%		
	Credential attainment	60%	69.3%	100%	61.3%	100%	59.2%	99%	47.2%	78.6%	60%	28.7%	48%		
	Measurable skills gain	Baseline	33.3%	N/A	24.8%	N/A	34.3%	N/A	32.2%	N/A	Baseline	33.3%	N/A		N/A
Title I Dislocated Worker	Participants Served (N only)	N/A	189	N/A	201	N/A	249	N/A	282	N/A	N/A	214	N/A		N/A
	Employment rate (2d quarter after exit)	67%	78.4%	100%	80.4%	100%	78.2%	100%	77.2%	100%	67%	80.0%	100%		
	Employment rate (4th quarter after exit)	68%	81.7%	100%	75.9%	100%	85.1%	100%	80.4%	100%	68%	71.3%	100%		
	Median earnings (2d quarter after exit)	\$7,500	\$7,291	97%	\$9,174	100%	\$8,090	100%	\$8,854	100%	\$7,500	\$6,651	89%		
	Credential attainment	60%	66.7%	100%	60.0%	100%	60.0%	100%	50.0%	83.3%	60%	46.2%	77%		
	Measurable skills gain	Baseline	75.0%	N/A	30.3%	N/A	46.7%	N/A	51.6%	N/A	Baseline	69.7%	N/A		N/A
Title I Youth	Participants Served (N only)	N/A	302	N/A	143	N/A	240	N/A	288	N/A	N/A	250	N/A		N/A
	Employment and education rate (2d quarter after exit)	54%	51.6%	96%	55.2%	100%	54.8%	100%	66.1%	100%	54%	62.1%	100%		
	Employment and education rate (4th quarter after exit)	46%	73.0%	100%	53.8%	100%	54.9%	100%	62.1%	100%	46%	53.7%	100%		
	Median earnings (2d quarter after exit)	Baseline	\$2,889	N/A	\$3,324	N/A	\$3,928	N/A	\$2,974	N/A	Baseline	\$3,237	N/A		N/A
	Credential attainment	52%	61.2%	100%	47.0%	90%	58.1%	100%	31.9%	61.3%	52%	52.5%	100%		
	Measurable skills gain	Baseline	0%	N/A	4.1%	N/A	42.0%	N/A	17.3%	N/A	Baseline	17.6%	N/A		N/A
Title III Employment Services	Participants Served (N only)	N/A	3,894	N/A	2,984	N/A	3,138	N/A	3,742	N/A	N/A	3,372	N/A		N/A
	Employment rate (2d quarter after exit)	54%	56.4%	100%	55.8%	100%	59.4%	100%	60.4%	100%	54%	56.6%	100%		
	Employment rate (4th quarter after exit)	79%	59.1%	75%	57.4%	73%	61.9%	78%	60.3%	76.3%	79%	59.7%	76%		
	Median earnings (2d quarter after exit)	\$5,200	\$5,867	100%	\$5,559	100%	\$6,410	100%	\$6,462	100%	\$5,200	\$5,473	100%		
	Credential attainment	N/A	N/A	N/A	N/A		N/A								
	Measurable skills gain	N/A	N/A	N/A	N/A		N/A								



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:

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Page 2 –Ms. Hanseul Kang

- 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 State 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
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Division of Adult Education and
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Area V Coordinator
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Area III Coordinator
Division of Adult Education and Literacy

DISTRICT OF COLUMBIA STATE PROGRAM AND TECHNICAL ASSISTANCE MONITORING

CORRECTIVE ACTION PLAN

STATE: District of Columbia DATE OF VISIT: April 2 – 6, 2018 RECEIVED REPORT: July 11, 2018

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	OSSE Updates <small>(Please note that this column is not part of the USDE CAP document. It has been added to provide updates to the WIC only.)</small>
<p>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.</p>	<p>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.</p>	<p>Draft PY 2020 RFA, administrative procedures, awards process and other related documents, if applicable</p>	<p>January 31, 2020</p>	<p>J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown</p>	<p>Pending</p>	<p>Pending -Draft PY 2020-21 RFA was submitted to OCTAE on 11/4/19. Feed-back from OCTAE received on 12/13/19. - Draft RFA forwarded to WIC for review. Feedback from WIC will be received by 1/9/20. - RFA will be revised to include OCTAE and WIC feedback, reviewed by OGC and then resubmitted to OCTAE for final review and approval by 1/15/20. -Draft RFA, in addition to the District’s WIOA State Plan, Title II, includes administrative procedures and awards process.</p>

<p>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.</p>	<p>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, 2) activities that are allowable for IELCE&T with WIC CP local grant funds, and 3) state-imposed grant requirements. 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.</p>	Notification	January 31, 2019	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown	Pending	Completed – Notification developed and submitted to OCTAE for review and approval on 1/29/19. Approved notification was disseminated to sub-grantees.
	<p>Submit to OCTAE the RFA for PY 2020 that contains clarifications on state-imposed/federal requirements and allowable/unallowable activities.</p>	Draft PY 2020 RFA	January 31, 2020	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown	Pending	Pending - Draft PY 2020-21 RFA was submitted to OCTAE on 11/4/19. Feedback from OCTAE received on 12/13/19. - Draft RFA forwarded to WIC for review. Feedback from WIC will be received by

						<p>1/9/20. - RFA will be revised to include OCTAE and WIC feedback, reviewed by OGC and then resubmitted to OCTAE for final review and approval by 1/15/20. -Draft RFA, in addition to the District's WIOA State Plan, Title II, includes administrative procedures and awards process.</p>
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<p>Required Action 2: OSSE must issue grant award notifications to subgrantees that receive funds under sections 231, 225, and 243 beginning in PY 2018.</p>	<p>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.</p>	<p>Supplemental Grant Award Notification</p>	<p>January 31, 2019</p>	<p>J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown</p>	<p>Pending</p>	<p>Completed –Supplemental GAN was developed and disseminated to sub-grantees in 2018-19 and 2019-20.</p>
	<p>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.</p>	<p>PY 2019-20 AEFLA Continuation Grant Award Notification Template</p>	<p>October 31, 2019</p>		<p>Pending</p>	<p>Completed - PY 2019-20 AFE Consolidated Continuation Grant application, budget and cost reimbursement template was developed and released in EGMS on 10/7/19.</p>

<p>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.</p>	<p>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.</p>	<p>Internal control procedures</p>	<p>October 31, 2019</p>	<p>J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown</p>	<p>Pending</p>	<p>Completed - DC Internal Control Policy was developed, submitted, reviewed and approved by OCTAE on 8/8/19. -Internal Control Policy disseminated to providers on 8/14/19, posted on the OSSE website on 8/15/19 and reviewed via webinar on 9/20/19.</p>
<p>Required Action 3(b): The State must train its local providers on the tracking and reporting of administrative costs.</p>	<p>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.</p>	<p>Attendance and materials used for training</p>	<p>October 31, 2018</p>	<p>J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown</p>	<p>Pending</p>	<p>Completed - Training was provided by Sheara Krvavic, Federal Education Group on 10/29/18. Presenter bio, training materials (PPT and handouts) materials and sign-in sheet were submitted to OCTAE on 1/29/19. - Additional training was provided by OSSE AFE to sub-grantees via webinar using FY 2019-20 AFE Consolidated Grant</p>

						application in EGMS, paper-based application and excel budget workbooks on 8/16/19 and 8/21/19.
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 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	October 31, 2019	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown	Pending	Completed - PY 2019-20 AFE Consolidated Continuation Grant application, budget and cost reimbursement template were developed and released in EGMS on 10/7/19.
	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	October 31, 2019	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown	Pending	Completed -DC Internal Control Policy was revised, submitted, reviewed and approved by OCTAE on 8/8/19. - Internal Control Policy disseminated to providers on 8/14/19, posted on

						the OSSE website on 8/15/19 and reviewed via webinar on 9/20/19.
<p>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.</p>	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	October 31, 2018	J. Michelle Johnson Stacey Downey Tracy Richard Nakia Lynch Cynthia Brown	Pending	<p>Completed</p> <ul style="list-style-type: none"> - Training was provided by Sheara Krvavic, Federal Education Group on 10/29/18. Presenter bio, training materials (PPT and handouts) materials and sign-in sheet were submitted to OCTAE on 1/29/19. - Additional training was provided by OSSE AFE to sub-grantees via webinar using FY 2019-20 AFE Consolidated Grant application in EGMS, paper-based application and excel budget workbooks on 8/16/19 and 8/21/19.



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
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

400 MARYLAND AVE. SW, WASHINGTON, DC 20202
www.ed.gov

The Department of Education's mission is to promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access.



District of Columbia Narrative Report Fiscal Year (FY) 2017-18

I. State Leadership Activities

The Office of the State Superintendent of Education, Adult and Family Education (OSSE AFE) supported the following required State Leadership Activities in fiscal year 2018.

A. Alignment of adult education and literacy activities with other one-stop required partners to implement the strategies in the Unified or Combined State Plan as described in section 223(1)(a).

In FY18, OSSE AFE worked with the Workforce Investment Council (WIC), Grant Associates, Inc. (the District's One Stop Operator), the Department of Employment Services (DOES), the Department on Disability Services (DDS), the Department of Human Services (DHS), the University of the District of Columbia (UDC) and other key partners to achieve the strategic objectives outlined in the District's WIOA Unified State Plan, including the alignment of adult education and literacy activities with the other one-stop required partner activities. Additionally, OSSE AFE, in collaboration with these agencies, expanded the District's efforts to create uniformity in intake, assessment and program referral practices across DC government agencies via Comprehensive Adult Student Assessment System (CASAS) eTest implementation, screening of adults for learning disabilities, and DC Data Vault implementation.

The DC Data Vault is a transactional data system that helps District agencies streamline, coordinate and integrate the provision of education, training and other related services to District residents. The DC Data Vault: 1) Facilitates the referral of District residents to and from agencies for services; 2) Allows staff to schedule and register customers for assessments; 3) Filters programs based on customer interests, preferences and needs; 4) Links customers to programs and monitor their receipt of services; 5) Allows staff to upload, maintain and share customer eligibility documents; 6) Provides access to customer information and notifications to key staff; 7) Generates customer profiles; 8) Tracks customer progress and outcomes; and 9) Facilitates cross-agency communication and collaboration for services for District residents.

In collaboration with the WIC, OSSE AFE co-facilitates monthly DC Data Vault workgroup meetings with the representatives from each of the WIOA core partner agencies, the DC Council's Committee on Workforce Development, and the One-Stop Operator, to strategize ways to enhance service delivery to District residents. The DC Data Vault has been used by staff at each of the four American Job Centers/One-Stop Centers in partnership with OSSE AFE providers since 2016. OSSE AFE provided professional development and technical assistance to the staff at DDS and DHS in FY18 to facilitate the integration and use of the Data Vault at the DDS headquarters and three DHS Family Resource Centers. The DC Data Vault is managed by OSSE AFE in collaboration with Literacy Pro Systems, Inc.

B. Establishment or operation of a high-quality professional development programs as described in section 223(1)(b).

In FY18, OSSE AFE in collaboration with the University of the District of Columbia (UDC), the Chicago School of Professional Psychology and the Catholic University Metropolitan College, offered professional development workshops and technical assistance on WIOA, Integrated Education and Training (IE&T), program design, and strategic leadership to sub-grantees to increase their capacity to offer high quality IE&T, and supportive and transition services to District residents. Other professional development offerings included Comprehensive Adult Student Assessment System (CASAS) Implementation, CASAS eTest Coordinator and Proctor Training, Supporting Adults with Special Needs, Literacy Adult and Community Education System (LACES), DC Data Vault, Career Coach, Virtual job Shadow, and other related trainings. Additionally, sub-grantees were afforded opportunities to participate in Community of Practice workshops and webinars focused on the development and implementation of a career pathways system and other related topics offered by the WIC in collaboration with Maher and Maher.

In FY18, OSSE AFE continued its partnership with the UDC to offer the Graduate Certificate in Adult Education Program (GCP) to 25 adult educators to prepare them for certification and/or state licensure in Adult Education. The GCP provides adult educators with an opportunity to engage in either one or two, three-credit course(s) over a 15- to 24-month period for a total of 24 credits. Sixteen adult educators completed the program this year and earned a graduate certificate. UDC also offers a Master of Art in adult education program for which the graduate certificate program is aligned and credits may be applied.

C. Provision of technical assistance to funded eligible providers as described in section 223(1)(c).

OSSE AFE, in collaboration with the University of the District of Columbia, the Chicago School of Professional Psychology and the Catholic University Metropolitan College, provided technical assistance to sub-grantees and local program providers via site visits, meetings, webinars, telephone calls and emails. Technical assistance topics included 1) program design, implementation, and evaluation; 2) intake and assessment; 3) curriculum and instruction; 4) student recruitment, retention, and persistence; 5) student progress and outcomes; 6) data collection and management; 7) budget and finance; and 8) accountability and reporting as well as other related topics. Additionally, during local program site visits and check-in sessions at OSSE, the AFE team provided technical assistance to sub-grantees to support their implementation of recommendations for continuous improvement in the areas of 1) student recruitment, retention, progress and involvement, 2) instructional models and methods, 3) program management and leaderships, and 4) data collection and reporting.

D. Monitoring and evaluation of the quality and improvement of adult education activities as described in section 223(1)(d).

OSSE AFE monitors sub-grantees to evaluate local program performance monthly via a check-in session at OSSE, local program site visit, or desk review. Additionally, the AFE team conducts classroom observations, folder samplings and fiscal monitoring verification activities quarterly. Local program providers are required to submit monthly statistical reports and quarterly narrative reports with evidence that includes: student roster report, NRS fundable Student Roster Report, National Reporting System (NRS) Table 3, 4, 4B and 5B search reports, CASAS Current Year Pre- and Post-test Assessment report, and student core goal attainment reports.

Local program participation in an annual final monitoring review and the development and implementation of a continuous improvement plan are also required. The OSSE AFE Monthly and Quarterly Reports, Final Monitoring Tool, classroom observation tool, and student surveys continue to be used to assess the effectiveness of local programs and the improvement of adult education activities as described in section 223(1)(d). The performance data acquired from local program providers via the monitoring process is also used by the state to address the specific professional development, technical assistance, and/or resource allocation needs of local program providers and to work with local program providers to develop and implement plans for continuous improvement.

E. As applicable, describe how the state has used funds for additional permissible activities described in section 223(a)(2)

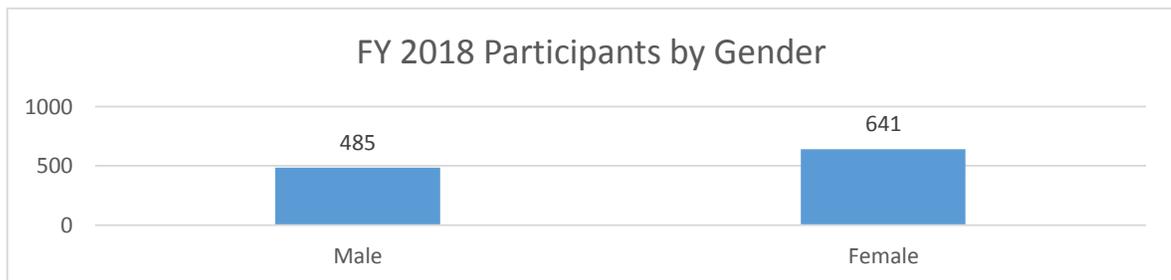
In FY18, OSSE AFE worked with its providers and partners to help strengthen the alignment between adult education, postsecondary education and employers. OSSE AFE staff and sub-grantees participated in informational sessions and meetings with the Workforce Investment Council, Career Pathways Task Force, Board of Trade, Chamber of Commerce, American Council on Education, National Retail Federation, Center for Energy Workforce Development, CSMI Learn, Saylor Academy, CompTIA, the American Hotel and Lodging Educational Institute and other organizations to identify potential partnerships that can assist the state and local program providers in offering high-quality Integrated Education and Training services to District residents.

II. Performance Data Analyses

In FY18, OSSE AFE awarded funding to 10 sub-grantees to implement the new Integrated Education and Training service models introduced in the FY17 grant competition. The models include the provision of adult education and literacy, workforce preparation, and training services for a specific occupation or occupational cluster to 1,000 District residents for educational and career advancement. In total, 1,664 adult learners received services in OSSE AFE funded programs in FY18. Of this number, 1,126 learners met the National Reporting System (NRS) guidelines of having a valid assessment and 12 or more instructional hours in the program year to be reportable to the U.S. Department of Education. The remaining 538 adult learners engaged in one to 11 instructional hours.

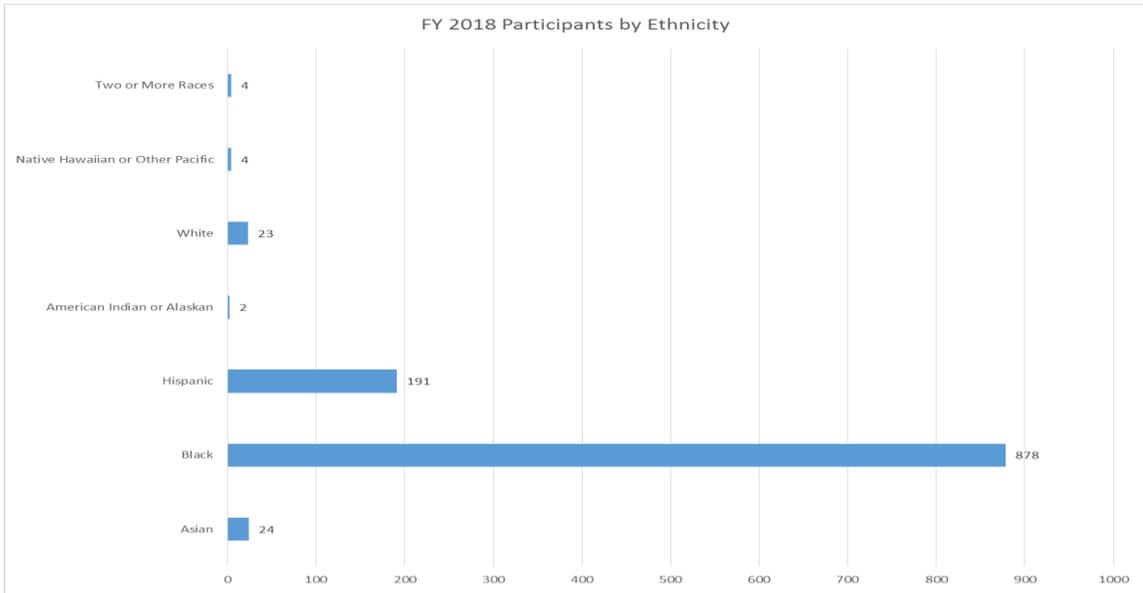
DC FY18 Participants by Gender (NRS Table 2)

In FY18, female learners represented 57 percent (n = 641) and male learners represented 43 percent (n = 485) of the total number of students served (n = 1,126).



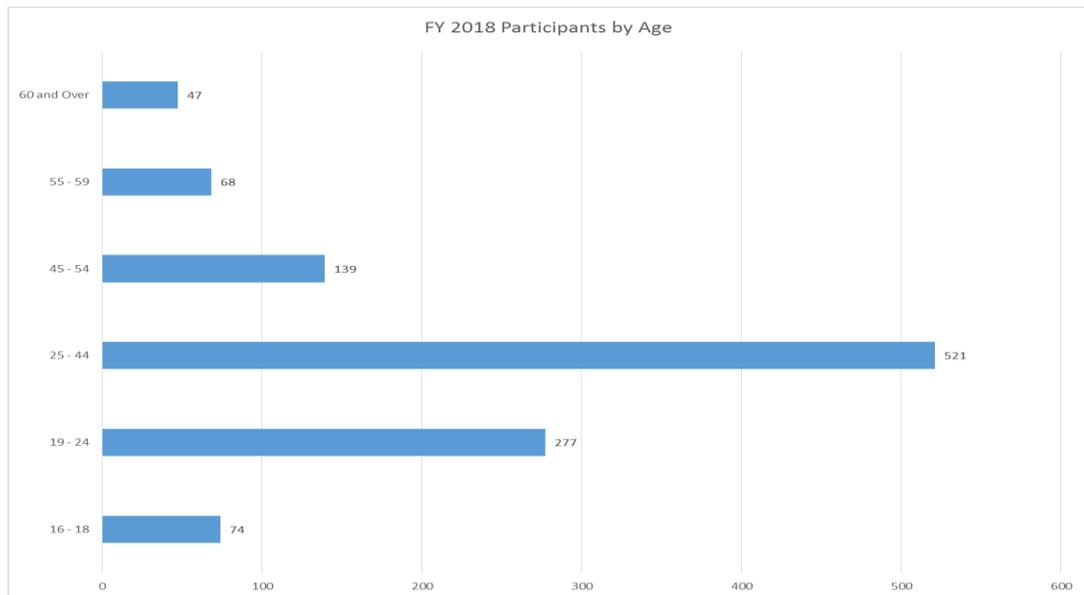
DC FY18 Participants by Ethnicity (NRS Table 2)

At 78 percent (n = 878 of 1,126 students), black or African American participants comprised the single largest ethnic group of learners served; Hispanic or Latino students followed at 17 percent (n = 191 of 1,126 students). The percentage of American Indian or Alaskan, Asian, or white participants and persons with Two or More Races was at 5 percent (n = 57 of 1,126 students).



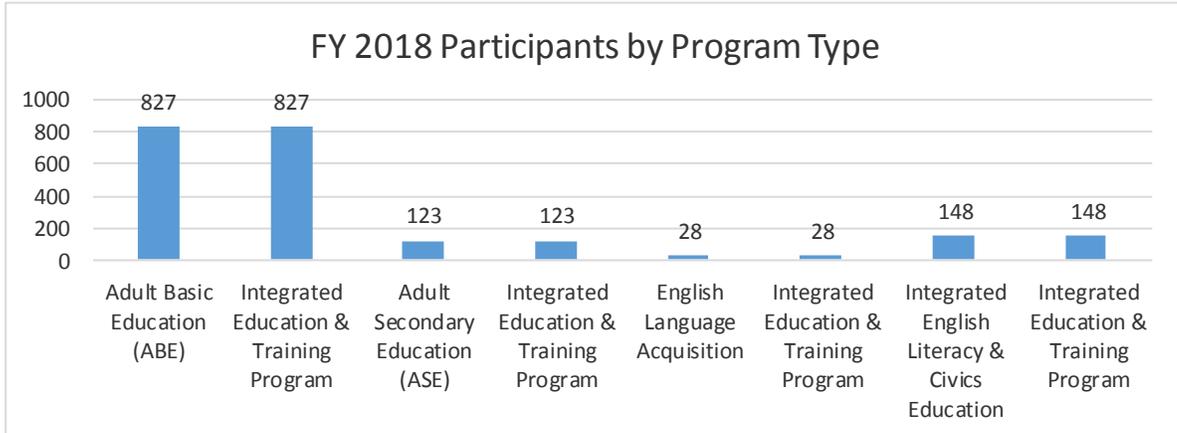
DC FY18 Participants by Age

Consistent with past years, the largest single group of learners, at 46 percent (n = 521 of 1,126 students) were between 25 and 44 years of age. The second largest group of learners served were between 19 and 24 years of age (25 percent, n = 277 of 1,126 students), followed by learners between the ages of 45 and 54 (12 percent, n = 139 of 1,126 students). The smallest groups of learners served were at opposite ends of the age continuum with 10 percent (n = 115 of 1,126 students) age 55 and older and 7 percent (n = 74 of 1,126 students) between the ages of 16 and 18.



DC FY18 Participants by Program Type (NRS Table 3)

In FY18, of the total number of learners (n = 1,126) who met the NRS guidelines, students in Adult Basic Education (ABE)/Integrated Education and Training (IE&T) Programs comprised the single largest group by program type at 74 percent (n = 827). The second and third largest groups by program type was Integrated English Literacy and Civics Education/IE&T Programs with 13 percent (n=148) of enrolled students, followed by Adult Secondary Education (ASE)/IE&T Programs with 11 percent (n = 123) of enrolled students. The fourth program type at 2 percent (n=28) of enrolled students was the English Language Acquisition/IE&T programs.



DC FY18 Measurable Skills Gains by Entry Level (NRS Table 4)

Adult Basic Education (ABE) Participants by Entry Educational Functioning Levels

Of the total number of ABE participants, the largest number of students entered at ABE Level 4 (41 percent/n = 415 of 1,005 students) followed by ABE Level 3 (28 percent/n = 279 of 1,005 students) level. The smallest number of participants entered at ABE Level 6 (3 percent/n = 30 of 1,005 students).

English as a Second Language (ESL) Participants by Entry Educational Functioning Levels

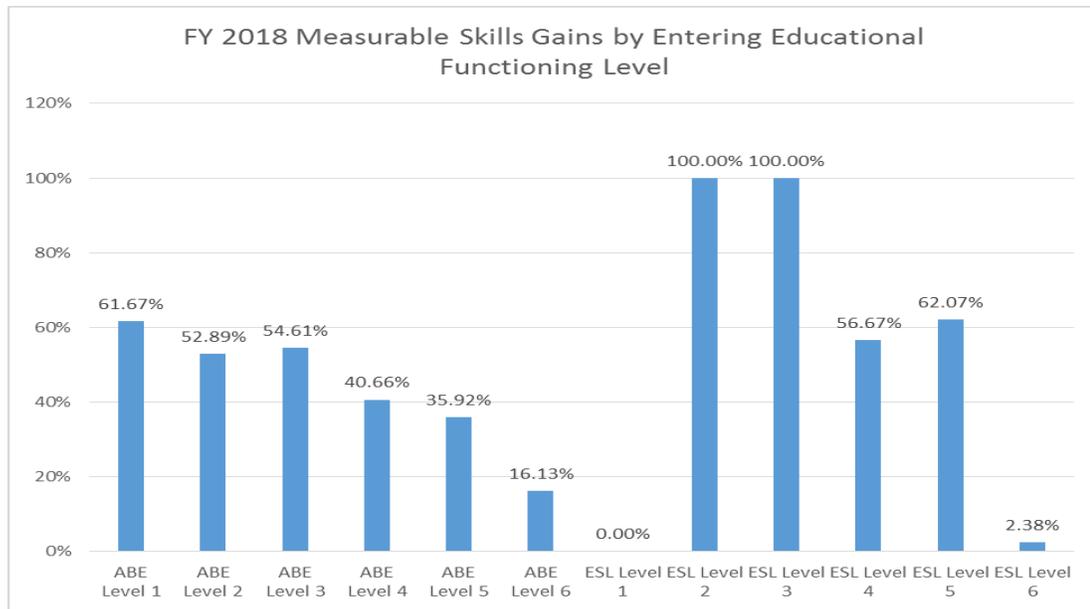
Of the total number of ESL participants, the largest number of participants entered at ESL Level 6 (35 percent/n = 42 of 121 students) followed by the second largest number of participants who entered in ESL Level 4 (24 percent/n = 29 of 121 students). The smallest number of ESL participants entered in ESL Level 2 (4 percent/n < 10 of 121 students).

Entering Educational Functioning Level	Total Number Enrolled	Entering Educational Functioning Level	Total Number Enrolled
ABE Level 1	58	ESL Level 1	n>10
ABE Level 2	120	ESL Level 2	n>10
ABE Level 3	279	ESL Level 3	18
ABE Level 4	415	ESL Level 4	29
ABE Level 5	103	ESL Level 5	27
ABE Level 6	30	ESL Level 6	42
Total	1,005	Total	121

Measurable Skills Gains by Entry Level

For FY18, OSSE AFE negotiated a measurable skill gains performance target of 42 percent for all ABE and ESL Educational Functioning Levels (EFLs). This target represents the proposed percentage of adult learners making a measurable skill gain (e.g. achieving an educational functioning level gain, acquiring a secondary school diploma or its equivalent, or exiting a program below the postsecondary level and enrolling in postsecondary education and training during the program year). OSSE AFE exceeded its target of 42 percent, with 46.2 percent of students enrolled in an OSSE AFE funded program achieving a gain. This reflects a 9-percentage point, or roughly 25 percent, increase over the percentage of students with measurable skill gains in FY17 – (37 percent).

The chart below reflects the percentage of adult learners who made measurable skills gains. Students at ABE Level 1 had the highest percentage of measurable gains at 61.7 percent, followed by students at ABE Level 3 (54.6 percent) and ABE Level 2 (52.8 percent). Students at ESL Level 2 and 3 had the highest percentage of measurable gains at 100 percent, followed by students at ESL Level 5 (62.1 percent) and ESL Level 4 (56.7 percent).



DC FY18 Core Outcome Follow-up Achievement (NRS Table 5)

Per WIOA, the state did not have performance targets for NRS Table 5 as this was a year for the collection of baseline data. Furthermore, it should be noted that due to the lag associated with the collection of NRS Table 5 data, the data below is based on students who exited in the FY17 grant year from the previous cohort of sub-grantees.

Core Follow-up Outcome Measures	Number of participants who exited	Number of Participants Who Exited Achieving Outcome or Median Earnings Value	Percent Achieving Outcome	Total Periods of Participation	Number of Periods of Participation Achieving Outcome or Median Earnings Value	Percent of Periods of Participation Achieving Outcome
Employed Second Quarter after Exit	2,508	438	17.46%	2,548	446	17.50%
Employed Fourth Quarter after Exit	670	110	16.42%	710	111	15.63%
Median Earnings Second Quarter After Exit	438	\$4,344	N/A	440	\$4,344	N/A

Core Follow-up Outcome Measures (Continued)	Number of participants who exited	Number of Participants Who Exited Achieving Outcome or Median Earnings Value	Percent Achieving Outcome	Total Periods of Participation	Number of Periods of Participation Achieving Outcome or Median Earnings Value	Percent of Periods of Participation Achieving Outcome
Attained a Secondary School Diploma/Equivalent and Enrolled in Postsecondary Education or Training within one year of exit	56	1	1.79%	59	1	1.69%
Attained a Secondary School Diploma/Equivalent and Employed within one year of exit	56	5	8.93%	59	5	8.47%
Attained a Postsecondary Credential while enrolled or within one year of exit	56	10	17.86%	60	10	16.67%

III. Integration with Other Programs

A. Describe how the state-eligible agency, as the entity responsible for meeting one-stop requirements under 34 CFR part 463, subpart J, carries out or delegates its required one-stop roles to eligible providers.

The OSSE AFE recognizes that relationships with WIOA partners are pivotal in delivering learner-centered integrated services to District residents. In FY18, the OSSE AFE continued its efforts to collaborate with the District’s WIC, Grants and Associates, Inc. (the District’s One-Stop Operator), DOES, DHS, DDS/RSA, UDC-CC and other partners to fulfill its one-stop responsibilities. This included working with partners to establish uniform intake, assessment and program referral practices and working collaboratively to support learners’ academic achievement and success while engaged in workforce readiness, job training and postsecondary education transition activities. OSSE AFE continued to work with several of the WIOA core partners/one-stop required partners and Literacy Pro Systems, Inc., to implement and build upon the DC Data Vault. See description of the DC Data Vault activities under Section I. State Leadership.

Additionally, OSSE staff serve on the District’s WIC and attend WIOA Workgroup Meetings, DC Data Vault Workgroup Meetings, Career Pathways Task Force Meetings and One-Stop Operator partner meetings to strategize ways to develop a more cohesive and collaborative workforce development/career pathways system in the District of Columbia that aligns with the mandates of WIOA and the District’s approved WIOA State Unified Plan.

B. Describe the applicable career services that are provided in the one-stop system.

OSSE AFE has been partnering with DOES since 1998 to support the integration of adult education, career development, and employment and training activities for District residents. The partnership was formalized through a memorandum of understanding from FY13 through FY16 and supported with funding from both DOES and OSSE AFE. While there was no MOU extension in FY17 or FY18, OSSE AFE continued to use its funding to support the provision of assessment and screening services to District residents coming through the one stop system. OSSE AFE American Job Center (AJC) provider partners provide one full day or two half days of services per week at each of the four DOES American Job Centers. Additionally, through the partnership, all OSSE AFE providers were required to serve District residents through the one-stop system.

C. Describe how infrastructure costs are supported through state and local options.

OSSE AFE entered into a Memorandum of Understanding (MOU) with the District's WIC and DOES in FY17 that was modified in FY18. The MOU specifies the responsibilities that OSSE will fulfill as a one-stop partner. Additionally, OSSE provided local funding via the MOU to DOES to support the one stop infrastructure costs and activities. OSSE also contributes to the one-stop system through the provision of funding to three OSSE AFE local program providers to offer assessment and screening services weekly at the DOES AJCs. Additionally, OSSE AFE provides CASAS Implementation, CASAS test Coordinator and Proctor, Supporting Adults with Special Needs and DC Data Vault training and CASAS web-test units to one-stop partners; and hosts and maintains the DC Data Vault, in collaboration with Literacy Pro Systems, Inc., for use by one-stop partners.

IV. Integrated English Literacy and Civics (IELCE) Program

Below is a description of how OSSE AFE is using funds under Section 243 to support IELCE program activities:

A. Describe when your state held a competition [the latest competition] for IELCE program funds and the number of grants awarded by your State to support IELCE programs.

OSSE AFE, in collaboration with the DC WIC, held the Adult Education and Family Literacy Act (AEFLA) and WIC Career Pathways grant competition in spring 2017. Grant awards were announced on June 30, 2017. Ten providers were selected to provide Integrated Education and Training (IE&T) Adult Basic Education, Adult Secondary Education, and English Language Acquisition, and Integrated English Literacy and Civics Education (IELCE) and Training to District residents.

B. Describe your state efforts in meeting the requirement to provide IELCE services in combination with integrated education and training activities.

OSSE AFE is funding eligible providers to develop and implement innovative program models that include the provision of Integrated English Literacy and Civics Education (IELCE) concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster to English Learners for the purpose of educational and career advancement.

Program models include: 1) services to professionals with degrees and credentials in their native countries; 2) services that enable adult learners to achieve competency in the English Language and acquire the basic and more advanced skills needed to function effectively as parents, workers, and citizens in the United States; and 3) the provision of career pathway mapping, workforce preparation and workforce training including career awareness, career exploration, and career planning services appropriate for English Learners. This includes the provision of services to students at the ELL Beginning Literacy/Pre-Beginning ELL, Low Beginning ELL, High Beginning ELL, Low Intermediate ELL and High Intermediate ELL levels (equivalent to grade levels 1 to 5) and/or in integrated education and training towards an industry recognized credential, where applicable, for students at the Advanced ELL Levels (equivalent to grade levels 6 to 8).

Students have an opportunity to participate in EL/Civics activities that focus on civic engagement, American history and government, American culture and values, and paths to naturalization while also engaging in occupational skills training that prepare them to pursue their desired career path.

C. Describe how the state is progressing toward program goals of preparing and placing IELCE program participants in unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency as described in section 243(c)(1) and discuss any performance results, challenges, and lessons learned from implementing those program goals.

OSSE AFE continues to work with its three IELCE and Training sub-grantees, its WIOA core partner agencies and/other key stakeholders to identify opportunities for students to participate in unsubsidized employment in the District’s high demand industries. Each sub-grantee has employer partners that provide work-based learning, internships and/or externships to students that sometimes lead to unsubsidized employment. OSSE AFE expects that the provision of integrated English Literacy, Civics Education, workforce preparation and workforce training will enhance the likelihood that English Language Learners will be afforded to opportunity to pursue occupations that lead to economic self-sufficiency.

FY 2017-18 Integrated English Literacy and Civics Education (IELCE) Student Data	
Number of students who achieved an Educational Functioning Level Gain	75
Number Who Attained a Secondary School Diploma or Its Equivalent	6
Number of Certifications Earned	38

D. Describe how the State is progressing toward program goals of ensuring that IELCE program activities are integrated with the local workforce development system and its functions as described in section 243(c)(2) and discuss any performance results, challenges, and lessons learned from implementing those program goals.

OSSE AFE works closely with the District’s WIC to ensure that the adult education and literacy activities are aligned with the District’s WIOA State Plan, career pathways initiative, and local workforce development system. Also see the response to B. and C. above.

V. Adult Education Standards

A. If your State has adopted new challenging K-12 standards under Title I of the Elementary and Secondary Education Act of 1965, as amended, describe how your Adult Education content standards are aligned with those K-12 standards

In FY18, OSSE AFE staff and local providers continued to increase their understanding of the Common Core State Standards (CCSS) and the College and Career Readiness Standards (CCRS) and their implication for adult education. In addition to CCSS/CCRS, OSSE AFE continued its efforts to work with its sub-grantees to integrate the Comprehensive Adult Student Assessment System (CASAS) competencies and basic skills content standards in their lessons/programs. As such, OSSE AFE staff and its professional development partners continue to identify strategies to assist local program staff via professional development, technical assistance and resources to employ a standards-based approach to teaching adult learners in a more succinct and comprehensive way.

B. Optional – Describe implementation efforts, challenges, and any lessons learned.

As previously stated, the OSSE AFE recognizes that it that it takes time to increase local programs’ understanding and integration of standards in their programs. In its FY19 AEFLA Continuation Grant Application, the OSSE AFE required local programs to specify which standards (CCSS, CCRS, CASAS, workforce preparation and workforce training) will be reflected in their program designs. OSSE AFE

will use this information to provide additional professional development, technical assistance and resources to local program providers and to monitor and evaluate their efforts to integrate relevant standards incrementally into their program designs.

VI. Programs for Correction Education and Education of Other Institutionalized Individuals (AEFLA Section 225)

A. What was the relative rate of recidivism for criminal offenders served? Please describe the methods and factors used in calculating the rate for this reporting period.

OSSE AFE estimates that the relative rate of recidivism is 30% percent for offenders served. The methods and factors used in calculating the rate for the reporting period include the following:

Methods:

- An analysis of students populating NRS Table 10 – Outcome Achievement for Adults in Correctional Education.
- An analysis of employment and/or wage data via student follow-up survey data in the Literacy Adult and Community Education System (LACES), the state’s management information system; and
- An analysis of student enrollment data and instructional hours in FY18 in LACES.

Factors:

- The total number of students served in FY18 was 65 per NRS Table 10 – Outcome Achievement for Adults in Correctional Education.
- Of the 65 students, 32 exited achieving an outcome or median earning value in FY18 (based on aligned survey and data matching results).
- Of the 65 students, 14 re-enrolled and had instructional hours in FY18.
- $32 + 14$ (re-enrolled students with instructional hours) = 46 students that did not recidivate.
- $46/65 = 70$ percent of students did not recidivate.
- 100 percent minus 70 percent = 30 percent ($n = 19$) of students may have recidivated.

It is important to note that the recidivism rate could be less than 30 percent. Because we do not have wage, enrollment or instructional hour’s data for the 19 students, there is a possibility that some of them may not have recidivated and one or more of the following may be true:

- Some students may have enrolled in another program that is not funded by the state or a partner agency or may not have an interest in participating in a program at this time.
- Some students may be unemployed.
- Some of the students may be self-employed or day laborers, and thereby responsible for reporting their own wages/income independent of an employer.
- Some students may be working as contractors/sub-contractors. If their employers don’t pay unemployment insurance for these individuals or they don’t report their earnings, it is difficult to track whether they had earnings.
- Some students, who did not provide a social security number, may be employed. However, the state was unable to data match with Unemployment Insurance for these students due to a lack of social security numbers.
- Some students are transient. They may have left the state or region to seek employment in another state or region for which the state cannot data match.



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Table 1: Participants by Entering Educational Functioning Level, Ethnicity, and Sex

Entering Educational Functioning Level	American Indian or Alaskan Native		Asian		Black or African American		Hispanic or Latino		Native Hawaiian or Other Pacific Islander		White		Two or More Races		Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	
ABE Level 1	0	0	0	0	27	30	1	0	0	0	0	0	0	0	58
ABE Level 2	0	0	0	1	53	55	2	7	1	0	0	1	0	0	120
ABE Level 3	1	0	1	2	106	129	10	28	0	0	1	1	0	0	279
ABE Level 4	1	0	3	3	143	210	12	33	1	1	2	5	1	0	415
ABE Subtotal	2	0	4	6	329	424	25	68	2	1	3	7	1	0	872
ABE Level 5	0	0	0	2	38	44	9	6	0	0	2	0	1	1	103
ABE Level 6	0	0	0	0	12	8	3	3	0	1	0	2	1	0	30
ASE Subtotal	0	0	0	2	50	52	12	9	0	1	2	2	2	1	133
ESL Level 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ESL Level 2	0	0	0	0	0	0	3	2	0	0	0	0	0	0	5
ESL Level 3	0	0	1	2	1	1	7	4	0	0	1	1	0	0	18
ESL Level 4	0	0	0	1	3	3	11	9	0	0	1	1	0	0	29
ESL Level 5	0	0	0	1	2	5	7	9	0	0	2	1	0	0	27
ESL Level 6	0	0	2	5	4	4	7	18	0	0	1	1	0	0	42
ESL Subtotal	0	0	3	9	10	13	35	42	0	0	5	4	0	0	121
Total	2	0	7	17	389	489	72	119	2	2	10	13	3	1	1,126

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Table 2: Participants by Age, Ethnicity, and Sex

Age Group (A)	American Indian or Alaskan Native		Asian		Black or African American		Hispanic or Latino		Native Hawaiian or Other Pacific Islander		White		Two or More Races		Total (P)
	M (B)	F (C)	M (D)	F (E)	M (F)	F (G)	M (H)	F (I)	M (J)	F (K)	M (L)	F (M)	M (N)	F (O)	
16-18	1	0	1	0	32	18	9	11	2	0	0	0	0	0	74
19-24	0	0	2	0	93	111	29	37	0	1	1	2	1	0	277
25-44	0	0	2	15	159	241	26	60	0	0	8	7	2	1	521
45-54	0	0	1	1	50	71	6	8	0	0	0	2	0	0	139
55-59	1	0	1	1	32	27	1	2	0	1	0	2	0	0	68
60+	0	0	0	0	23	21	1	1	0	0	1	0	0	0	47
Total	2	0	7	17	389	489	72	119	2	2	10	13	3	1	1126

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Table 3: Participants by Program Type and Age

Program Type (A)	16-18 (B)	19-24 (C)	25-44 (D)	45-54 (E)	55-59 (F)	60+ (G)	Total (H)
Adult Basic Education	57	211	356	110	57	36	827
Integrated Education and Training Program	57	211	356	110	57	36	827
Adult Secondary Education	+	27	64	13	7	7	123
Integrated Education and Training Program	+	27	64	13	7	7	123
English Language Acquisition	+	19	+	0	0	+	28
Integrated Education and Training Program	+	19	+	0	0	+	28
Integrated English Literacy and Civics Education (Sec. 243)	7	20	98	16	+	+	148
Integrated Education and Training Program	7	20	98	16	+	+	148
Total	74	277	521	139	68	47	1126

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Table 4: Measurable Skill Gains by Entry Level

Enter the number of participants for each category listed, total attendance hours, number achieving at least one educational functioning level gain, number who attain a secondary school diploma or its equivalent, and periods of participation outcomes.

Entering Educational Functioning Level	Total Number Enrolled	Attendance Hours for all participants	Number who attained at least one educational functioning level gain	Number who attained a secondary school diploma or its equivalent	Number Separated Before Achieving Measurable Skill Gains	Number Remaining in Program without Measurable Skill Gains	Percentage Achieving Measurable Skill Gains	Total number of Periods of Participation	Total Participation with Measurable Skill Gains	Percentage of Periods of Participation with Measurable Skill Gains
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)
ABE Level 1	58	11,608	35	0	14	9	60.34%	60	37	61.67%
ABE Level 2	120	22,685	64	0	35	21	53.33%	121	64	52.89%
ABE Level 3	279	38,625	147	7	86	39	55.20%	282	154	54.61%
ABE Level 4	415	52,370	148	23	147	97	41.20%	423	172	40.66%
ABE Level 5	103	10,850	28	9	37	29	35.92%	103	37	35.92%
ABE Level 6	30	3,129	1	4	15	10	16.67%	31	5	16.13%
ABE Total	1005	139267	423	43	334	205	46.37%	1020	469	45.98%
ESL Level 1	0	0	0	0	0	0	0.00%	0	0	0.00%
ESL Level 2	5	2,321	5	0	0	0	0.00%	5	5	100.00%
ESL Level 3	18	3,730	18	0	0	0	0.00%	18	18	100.00%
ESL Level 4	29	7,172	17	0	8	4	0.00%	30	17	56.67%
ESL Level 5	27	4,786	15	2	9	1	62.96%	29	18	62.07%
ESL Level 6	42	4,823	0	1	30	11	0.00%	42	1	2.38%
ESL Total	121	22832	55	3	47	16	47.93%	124	59	47.58%
Grand Total	1126	162099	478	46	381	221	46.54%	1144	528	46.15%

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Table 4b: Educational Functioning Level Gain and Attendance for Pre- and Post-tested Participants

Enter the number of pre- and post-tested participants for each category listed, number of post-tested participants achieving at least one educational functioning level gain, and total attendance hours for post-tested participants.

Entering Educational Functioning Level (A)	Total Number Enrolled (B)	Total Attendance Hours (C)	Number with EFL Gain (D)	Number Separated Before Achieving EFL Gain (E)	Number Remaining Within Level (F)	Percentage Achieving EFL Gain (G)
ABE Level 1	42	10619	37	3	2	88.10%
ABE Level 2	86	20899	65	9	12	75.58%
ABE Level 3	187	34263	153	20	14	81.82%
ABE Level 4	272	44987	148	58	66	54.41%
ABE Level 5	63	8535	27	14	22	42.86%
ABE Total	650	119303	430	104	116	66.15%
ESL Level 1	0			0		0.00%
ESL Level 2	5	2321	5			100.00%
ESL Level 3	18	3730	18			100.00%
ESL Level 4	24	6867	22	1	1	91.67%
ESL Level 5	22	4411	19	3		86.36%
ESL Level 6	28	4072	11	9	8	39.29%
ESL Total	97	21401	75	13	9	77.32%
Grand Total	747	140704	505	117	125	67.60%

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Include in this table only participants who are both pre- and post-tested.

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Table 4c: Measurable Skill Gains and Attendance by Entry Level for Participants in Distance Education

Enter the number of distance education participants for each category listed, total attendance hours, number achieving at least one educational functioning level gain, number who attain a secondary school diploma or its equivalent, and periods of participation outcomes.

Entering Educational Functioning Level	Total Number Enrolled	Attendance Hours for all participants	Number who attained least one educational functioning level gain	Number who attained a secondary school diploma or its equivalent	Number Separated Before Achieving Measurable Skill Gains	Number Remaining in Program without Measurable Skill Gains	Percentage Achieving Measurable Skill Gains	Total number of Periods of Participation	Total Participation with Measurable Skill Gains	Percentage of Periods of Participation with Measurable Skill Gains
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)
ABE Level 1	0						0.00%			0.00%
ABE Level 2	1	126			1		0.00%	1		0.00%
ABE Level 3	1	114	1				0.00%	1	1	100.00%
ABE Level 4	6	522	2		3	1	0.00%	6	2	33.33%
ABE Level 5	1	129			1		0.00%	1		0.00%
ABE Level 6	0						0.00%			0.00%
ABE Total	9	891	3	0	5	1	33.33%	9	3	33.33%
ESL Level 1	0						0.00%			0.00%
ESL Level 2	0						0.00%			0.00%
ESL Level 3	0						0.00%			0.00%
ESL Level 4	0						0.00%			0.00%
ESL Level 5	0						0.00%			0.00%
ESL Level 6	0						0.00%			0.00%
ESL Total	0	0	0	0	0	0	0.00%	0	0	0.00%
Grand Total	9	891	3	0	5	1	33.33%	9	3	33.33%

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Table 5: Core Follow-up Outcome Achievement

Core Follow-up Outcome Measures (A)	Number of Participants who Exited (B)	Number of Participants who Exited Achieving Outcome or Median Earnings Value (C)	Percent Achieving Outcome (D)	Periods of Participation			
				Total Periods of Participation (E)	Number of Periods of Participation Achieving Outcome or Median Earnings Value (F)	Percent of Periods of Participation Achieving Outcome (G)	
Employment Second Quarter after exit	2508	438	17.46%	2548	446	17.50%	
Employment Fourth Quarter after exit	670	110	16.42%	710	111	15.63%	
Median Earnings Second Quarter after exit	438	\$4344	N/A	440	\$4344	N/A	
Attained a Secondary School Diploma/Equivalent and Enrolled in Postsecondary Education or Training within one year of exit	56	1	1.79%	59	1	1.69%	
Attained a Secondary School Diploma/Equivalent and Employed within one year of exit	56	5	8.93%	59	5	8.47%	
Attained a Postsecondary Credential while enrolled or within one year of exit	56	10	17.86%	60	10	16.67%	

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Table 5a: Outcome Achievement for Participants in Distance Education

Core Follow-up Outcome Measures	Number of Participants who Exited	Number of Participants who Exited Achieving Outcome or Median Earnings Value	Percent Achieving Outcome	Periods of Participation		
				Total Periods of Participation	Number of Periods of Participation Achieving Outcome or Median Earnings Value	Percent of Periods of Participation Achieving Outcome
(A)	(B)	(C)	(D)	(E)	(F)	(G)
Employment Second Quarter after exit			0.00%			0.00%
Employment Fourth Quarter after exit			0.00%			0.00%
Median Earnings Second Quarter after exit		\$	N/A		\$	N/A
Attained a Secondary School Diploma/Equivalent and Enrolled in Postsecondary Education or Training within one year of exit			0.00%			0.00%
Attained a Secondary School Diploma/Equivalent and Employed within one year of exit			0.00%			0.00%
Attained a Postsecondary Credential while enrolled or within one year of exit			0.00%			0.00%

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Table 6: Participant Status and Program Enrollment

Participant Status on Entry into the Program Number

Employed	350
Employed, but Received Notice of Termination of Employment or Military Separation is pending	0
Unemployed	698
Not in the Labor Force	78
TOTAL	1126

Highest Degree or Level of School Completed US Based Schooling Non-US Based Schooling

No Schooling	0	0
Grades 1-5	0	5
Grades 6-8	48	11
Grades 9-12 (no diploma)	339	42
Secondary School Diploma or alternate credential	415	53
Secondary School Equivalent	12	1
Some Postsecondary education, no degree	43	15
Postsecondary or professional degree	18	61
Unknown	51	12
TOTAL (both US Based and Non-US Based)	1126	

Program Type

In Family Literacy Program	46
In Workplace Adult Education and Literacy Activities	45

Institutional Programs

In Correctional Facility	0
In Community Correctional Program	65
In Other Institutional Setting	0
TOTAL Institutional	65

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Table 7: Adult Education Personnel by Function and Job Status

(A)	Total Number of Part-time Personnel (B)	Total Number of Full-time Personnel (C)	Unpaid Volunteers (D)
Function			
State-level Administrative/Supervisory/Ancillary Services	0	5	0
Local-level Administrative/Supervisory/Ancillary Services	5	83	4
Local Counselors	2	7	0
Local Paraprofessionals	2	16	134
Local Teachers	51	71	206
Teacher Experience in Adult Education			
Less than one year	13	19	
One to three years	12	16	
More than three years	26	36	
Teacher Certification			
No Certification	50	64	
Adult Education Certification	0	3	
K-12 Certification	0	3	
Special Education Certification	1	0	
TESOL Certification	0	3	

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Table 8: Outcomes for Adults in Family Literacy Programs (Optional)

Enter the number of participants in family literacy programs for each of the categories listed.

Core Follow-up Outcome Measures	Number of Participants who Exited	Number of Participants who Exited Achieving Outcome or Median Earnings Value	Percent Achieving Outcome	Periods of Participation		Percent of Periods of Participation Achieving Outcome
				Total Periods of Participation	Number of Periods of Participation Achieving Outcome or Median Earnings Value	
(A)	(B)	(C)	(D)	(E)	(F)	(G)
Measurable Skill Gain	46	29	63.04%	47	30	63.83%
Employment Second Quarter after exit	10	3	30.00%	10	3	30.00%
Employment Fourth Quarter after exit	0	0	0.00%	0	0	0.00%
Median Earnings Second Quarter after exit	3	\$2000	N/A	3	\$2000	N/A
Attained a Secondary School Diploma/Equivalent and Enrolled in Postsecondary Education or Training within one year of exit			0.00%			0.00%
Attained a Secondary School Diploma/Equivalent and Employed within one year of exit			0.00%			0.00%
Attained a Postsecondary Credential while enrolled or within one year of exit			0.00%			0.00%
Family Literacy Follow-up Outcome Measures	Number of Participants who Exited	Number of Participants who Exited Achieving Outcome	Percent Achieving Outcome			
Increased Involvement in Children's Education	14	8	57.14%			
Helped more frequently with school		3				
Increased contact with children's teachers		4				
More involved in children's school activities		2				
Increased Involvement in Children's Literacy Activities	13	10	76.92%			
Reading to children		3				
Visiting library		4				
Purchasing books or magazines		2				

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Table 9: Secondary Outcome Measures (Optional)

Civics Education Follow-up Outcome Measures (Optional) (A)	Number of Participants who Exited (B)	Number of Participants who Exited Achieving Outcome (C)	Percentage Achieving Outcome (D)
Left public assistance	3	0	0.00%
Achieved citizenship skills	6	4	67.00%
Increased Involvement in Children 's Education	35	27	77.00%
Increased Involvement in Children 's Literacy Activities	92	86	93.00%
Voted or registered to vote	27	23	85.00%
Increased involvement in community activities	176	146	83.00%

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Table 10: Outcome Achievement for Adults in Correctional Education Programs

Enter the number of participants in correctional education programs (section 225) for each of the categories listed.

Core Follow-up Outcome Measures	Number of Participants who Exited	Number of Participants who Exited Achieving Outcome or Median Earnings Value	Percent Achieving Outcome	Periods of Participation		Percent of Periods of Participation Achieving Outcome
				Total Periods of Participation	Number of Periods of Participation Achieving Outcome or Median Earnings Value	
(A)	(B)	(C)	(D)	(E)	(F)	(G)
Measurable Skill Gain	65	32	49.23%	65	32	49.23%
Employment Second Quarter after exit			0.00%			0.00%
Employment Fourth Quarter after exit			0.00%			0.00%
Median Earnings Second Quarter after exit		\$	N/A		\$	N/A
Attained a Secondary School Diploma/Equivalent and Enrolled in Postsecondary Education or Training within one year of exit			0.00%			0.00%
Attained a Secondary School Diploma/Equivalent and Employed within one year of exit			0.00%			0.00%
Attained a Postsecondary Credential while enrolled or within one year of exit			0.00%			0.00%

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Table 14: Local Grantees by Funding Source

Provider Agency (A)	Total Number of Providers (B)	Total Number of IELCE Providers (C)	Total Number of Sub-Recipients (D)	WIOA Funding Total (E)	WIOA Funding % of Total (F)	State Funding Total (G)	State Funding % of Total (H)
Local Education Agencies	3	2	3	\$331,243.35	28.15 %	\$449,452.50	27.80 %
Public or Private Nonprofit Agency							
Community-based Organizations	4	0	4	\$477,957.80	40.62 %	\$658,560.00	40.73 %
Faith-based Organizations	3	1	3	\$367,543.36	31.23 %	\$508,742.50	31.47 %
Libraries	0	0	0	\$0.00	0.00 %	\$0.00	0.00 %
Institutions of Higher Education							
Community Junior or Technical Colleges	0	0	0	\$0.00	0.00 %	\$0.00	0.00 %
Four-year Colleges or Universities	0	0	0	\$0.00	0.00 %	\$0.00	0.00 %
Other Institutions of Higher Education	0	0	0	\$0.00	0.00 %	\$0.00	0.00 %
Other Agencies							
Correctional Institutions	0	0	0	\$0.00	0.00 %	\$0.00	0.00 %
Other Institutions (non-correctional)	0	0	0	\$0.00	0.00 %	\$0.00	0.00 %
All Other Agencies	0	0	0	\$0.00	0.00 %	\$0.00	0.00 %
Other							
Total	10	3	10	\$1,176,744.51	100.00%	\$1,616,755.00	100.00%

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DC [2017 (July 1, 2017 - June 30, 2018) v Select Table v Go View Table Edit Table Tables Documents Performance Reports

Table SPR: Statewide Performance Report

OMB Control Number 1205-0526
Expiration Date: 06/30/2019

PROGRAM		TITLE (select one):	
STATE: District of Columbia	Title I Local Area: N/A	<input type="checkbox"/> Title I Adult <input checked="" type="checkbox"/> Title II Adult Education <input type="checkbox"/> Title I Dislocated Worker <input type="checkbox"/> Title III Wagner-Peyser <input type="checkbox"/> Title IV Vocational Rehabilitation <input type="checkbox"/> Title I and Title III combined	
REPORTING PERIOD COVERED (Required for current and three preceding years.)			
From (mm/dd/yyyy) :	To (mm/dd/yyyy) :		
07/01/2017	06/30/2018		

SUMMARY INFORMATION

Service	Participants Served (Cohort Period: 07/01/2017 - 06/30/2018)	Participants Exited (Cohort Period: 04/01/2017 - 03/31/2018)	Funds Expended (Cohort Period: 07/01/2017 - 06/30/2018)	Cost Per Participant Served (Cohort Period: 07/01/2017 - 06/30/2018)
Career Services	1,144	494	\$114,400.00	\$100.00
Training Services	1,144	457	\$114,400.00	\$100.00
Percent training-related employment:		Percent enrolled in more than one core program:		Percent Admin Expended:
		0 %		

BY PARTICIPANT CHARACTERISTICS

	Total Participants Served (Cohort Period: 07/01/2017 - 06/30/2018)	Total Participants Exited (Cohort Period: 04/01/2017 - 03/31/2018)	Target	Employment Rate (Q2) (Cohort Period: 07/01/2016 - 06/30/2017)		Employment Rate (Q4) (Cohort Period: 07/01/2016 - 12/31/2016)		Median Earnings (Cohort Period: 07/01/2016 - 06/30/2017)	Credential Rate (Cohort Period: 07/01/2016 - 12/31/2016)		Measurable Skill Gains (Cohort Period: 07/01/2017 - 06/30/2018)	
				Num	Rate	Num	Rate	Earnings	Num	Rate	Num	Rate
Total Statewide	1,144	593		0	%	0	%		0	%	1,194	42.00%
Sex	Female	656	339	372	20.7%	89	17.7%	4,063	4	6.7%	294	44.82%
	Male	488	254	74	9.9%	22	10.6%	5,980	2	5.1%	234	47.95%
Age	< 16											
	16-18	74	24	1	3.4%	0	0%	7,800	0	0%	28	37.84%
	19-24	280	156	65	16.3%	17	12.8%	6,500	3	9.4%	115	41.07%
	25-44	532	294	322	21.6%	77	18.9%	4,063	1	2.6%	258	48.50%
	45-54	141	71	49	13.7%	10	10.8%	3,575	2	8.7%	63	44.68%
	55-59	69	28	7	5.2%	6	16.7%	4,225	0	0%	41	59.42%
	60	48	20	2	1.4%	1	2.9%	11,934	0	0%	23	47.92%
Ethnicity/Race	American Indian or Alaskan Native	2	0	0	0%	0	0%	0	0	0%	1	50.00%
	Asian	24	20	7	7.7%	0	0%	2,000	0	0%	15	62.50%
	Black or African American	893	461	168	12.2%	45	11.7%	5,720	6	6.1%	412	46.14%
	Hispanic or Latino	194	93	268	27.4%	65	22.9%	3,900	0	0%	84	43.30%
	Native Hawaiian or Other	4	2	0	0%	0	0%	0	0	0%	0	0.00%

Pacific Islander												
White	23	16		3	3.2%	1	4.5%	6,250	0	0%	14	60.87%
Two or More Races	4	1		0	0%	0	0%	0	0	0%	2	50.00%

BY EMPLOYMENT BARRIER

	Total Participants Served (Cohort Period: 07/01/2017 - 06/30/2018)	Total Participants Exited (Cohort Period: 04/01/2017 - 03/31/2018)		Employment Rate (Q2) (Cohort Period: 07/01/2016 - 06/30/2017)		Employment Rate (Q4) (Cohort Period: 07/01/2016 - 12/31/2016)		Median Earnings (Cohort Period: 07/01/2016 - 06/30/2017)	Credential Rate (Cohort Period: 07/01/2016 - 12/31/2016)		Measurable Skill Gains (Cohort Period: 07/01/2017 - 06/30/2018)	
				Num	Rate	Num	Rate		Earnings	Num	Rate	Num
Total Statewide	1,144	593	Target	0	%	0	%		0	%	1,194	42.00%
			Actual	446	18%	111	16%	\$ 4,344	6	6.1%	528	46.15%
Displaced Homemakers	4	3		0	0%	0	0%	0	0	0%	3	75.00%
English Language Learners, Low Levels of Literacy, Cultural Barriers	316	143		1	20%	1	100%	8,840	0	0%	158	50.00%
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	6	7		8	72.7%	0	0%	6,845	0	0%	3	50.00%
Ex-offenders	80	43		0	0%	0	0%	0	0	0%	34	42.50%
Homeless Individuals / runaway youth	118	61		0	0%	0	0%	0	0	0%	70	59.32%
Long-term Unemployed (27 or more consecutive weeks)	79	32		0	0%	0	0%	0	0	0%	33	41.77%
Low-Income Individuals	434	231		60	45.8%	19	50%	7,280	6	7.8%	204	47.00%
Migrant and Seasonal Farmworkers	1	0		0	0%	0	0%	0	0	0%	0	0.00%
Individuals with Disabilities (incl. youth)	21	8		0	0%	0	0%	0	0	0%	12	57.14%
Single Parents (Incl. single pregnant women)	98	39		0	0%	0	0%	0	0	0%	46	46.94%
Youth in foster care or aged out of system	3	2		0	0%	0	0%	0	0	0%	0	0.00%

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Table MSG: Measurable Skill Gains

OMB Control Number 1205-0526
Expiration Date: 06/30/2019

PROGRAM		TITLE (select one):	
STATE: District of Columbia		<input type="checkbox"/> Title I Adult	
REPORTING PERIOD COVERED (Required for current and three preceding years.)		<input checked="" type="checkbox"/> Title II Adult Education	
		<input type="checkbox"/> Title I Dislocated Worker	
From (mm/dd/yyyy) :	To (mm/dd/yyyy) :	<input type="checkbox"/> Title III Wagner-Peyser	
07/01/2017	06/30/2018	<input type="checkbox"/> Title IV Vocational Rehabilitation	
		<input type="checkbox"/> Title I and Title III combined	

MEASURABLE SKILL GAINS

Skill Gain Type	Total Skill Gains (Numerator)
Achievement of at least one educational functioning level of a participant who is receiving educational instruction below the postsecondary level	482
Attainment of a secondary school diploma or its equivalent	46
Transcript or report card for either secondary or post-secondary education that shows a participant is achieving the state unit's academic standards	N/A
Satisfactory or better progress report, towards established milestones from an employer/training provider who is providing training (e.g., completion of on-the-job training (OJT), completion of 1 year of an apprenticeship program, etc.)	N/A
Successful passage of an exam that is required for a particular occupation, progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams	N/A

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OMB Control Number 1205-0526

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District of Columbia Narrative Report Fiscal Year (FY) 2018-19

I. State Leadership Activities

The Office of the State Superintendent of Education, Adult and Family Education (OSSE AFE) supported the following required State Leadership Activities in fiscal year 2019.

A. Alignment of adult education and literacy activities with other one-stop required partners to implement the strategies in the Unified or Combined State Plan as described in section 223(1)(a).

In FY19, OSSE AFE worked with the Workforce Investment Council (WIC), Grant Associates, Inc. (the District's One Stop Operator), the Department of Employment Services (DOES), the Department on Disability Services (DDS), the Department of Human Services (DHS), the University of the District of Columbia (UDC) and other key partners to achieve the strategic objectives outlined in the District's WIOA Unified State Plan, including the alignment of adult education and literacy activities with the other one-stop required partner activities. Additionally, OSSE AFE, in collaboration with these agencies, expanded the District's efforts to create uniformity in intake, assessment and program referral practices across DC government agencies via Comprehensive Adult Student Assessment System (CASAS) eTest implementation, screening of adults for learning disabilities, and DC Data Vault implementation.

The DC Data Vault is a transactional data system that helps District agencies streamline, coordinate and integrate the provision of education, training and other related services to District residents. The DC Data Vault: 1) facilitates the referral of District residents to and from agencies for services; 2) allows staff to schedule and register customers for assessments; 3) filters programs based on customer interests, preferences and needs; 4) links customers to programs and monitor their receipt of services; 5) allows staff to upload, maintain and share customer eligibility documents; 6) provides access to customer information and notifications to key staff; 7) generates customer profiles; 8) tracks customer progress and outcomes; and 9) facilitates cross-agency communication and collaboration for services for District residents.

In collaboration with the WIC, OSSE AFE co-facilitates monthly DC Data Vault workgroup meetings with the representatives from each of the WIOA core partner agencies, the DC Council's Committee on Workforce Development, and the One-Stop Operator, to strategize ways to enhance service delivery to District residents. The DC Data Vault has been used by staff at each of the four American Job Centers/One-Stop Centers in partnership with OSSE AFE providers since 2016. OSSE AFE provided professional development and technical assistance to the staff at DDS and DHS in FY19 to facilitate the integration and use of the Data Vault at the DDS headquarters and three DHS Family Resource Centers. The DC Data Vault is managed by OSSE AFE in collaboration with Literacy Pro Systems, Inc.

B. Establishment or operation of a high-quality professional development programs as described in section 223(1)(b).

In FY19, OSSE AFE in collaboration with the University of the District of Columbia (UDC), the Chicago School of Professional Psychology and the Catholic University Metropolitan College, offered professional development workshops and technical assistance on WIOA, Integrated Education and Training (IE&T), program design, and strategic leadership to sub-grantees to increase their capacity to offer high-quality IE&T, and supportive and transition services to District residents. Other

professional development offerings included Comprehensive Adult Student Assessment System (CASAS) Implementation, CASAS eTest Coordinator and Proctor Training, Supporting Adults with Special Needs, Literacy Adult and Community Education System (LACES), DC Data Vault, Career Coach, Virtual Job Shadow, and other related trainings. Additionally, sub-grantees were afforded opportunities to participate in Community of Practice workshops and webinars focused on the development and implementation of a career pathways system and other related topics offered by the WIC in collaboration with Maher and Maher, a human resource consulting and organization development company that offers specialized training and change management interventions.

In FY19, OSSE AFE continued its partnership with the UDC to offer the Graduate Certificate in Adult Education Program (GCP) to 21 adult educators to prepare them for certification and/or state licensure in Adult Education. The GCP provides adult educators with an opportunity to engage in either one or two, three-credit course(s) over a 15- to 24-month period for a total of 24 credits. Eight adult educators completed the program and earned a graduate certificate. UDC also offers the Master of Art (MA) in adult education program for which the graduate certificate program is aligned and credits may be applied. Six adult educators enrolled in the MA program in FY19 and six students who enrolled in the program in FY18 earned a MA degree in FY19.

C. Provision of technical assistance to funded eligible providers as described in section 223(1)(c).

OSSE AFE provided technical assistance to sub-grantees and local program providers during check in sessions at OSSE, local program site visits, meetings, webinars, telephone calls and emails. Technical assistance topics included 1) program design, implementation, and evaluation; 2) intake and assessment; 3) curriculum and instruction; 4) student recruitment, retention, and persistence; 5) student progress and outcomes; 6) data collection and management; 7) budget and finance; and 8) accountability and reporting as well as other related topics. Additionally, the AFE team provided technical assistance to sub-grantees to support their implementation of recommendations for continuous improvement in the areas of 1) student recruitment, retention, progress and involvement; 2) instructional models and methods; 3) program management and leadership; and 4) data collection and reporting.

D. Monitoring and evaluation of the quality and improvement of adult education activities as described in section 223(1)(d).

OSSE AFE monitors sub-grantees to evaluate local program performance monthly via check-in sessions at OSSE, local program site visit, or desk review. Additionally, the AFE team conducts classroom observations, folder samplings and fiscal monitoring verification activities quarterly. Local program providers are required to submit monthly statistical reports and quarterly narrative reports with evidence that includes: student roster report, NRS fundable Student Roster Report, National Reporting System (NRS) Tables, CASAS Current Year Pre- and Post-test Assessment report, student core goal attainment reports, and other related documents.

Local program participation in an annual final monitoring review and the development and implementation of a continuous improvement plan are also required. The OSSE AFE Monthly and Quarterly Reports, Final Monitoring Tool, classroom observation tool, and student surveys continue to be used to assess the effectiveness of local programs and the improvement of adult education activities as described in section 223(1)(d). The performance data acquired from local program providers via the monitoring process is also used by the state to address the specific professional development, technical assistance, and/or resource allocation needs of local program providers and to work with local program providers to develop and implement plans for continuous improvement.

E. As applicable, describe how the state has used funds for additional permissible activities described in section 223(a)(2)

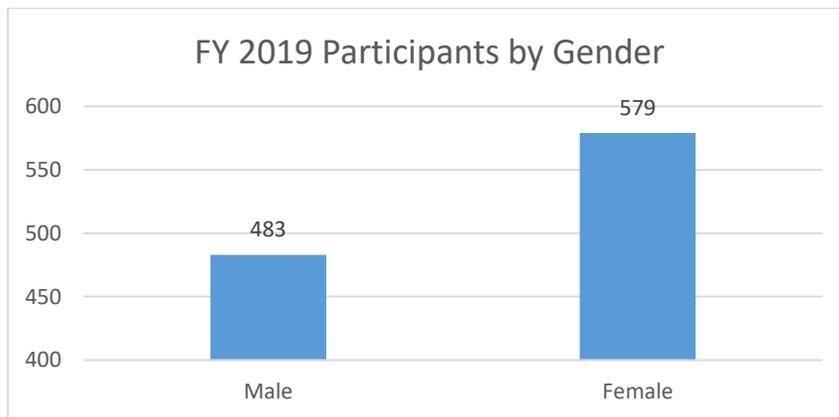
In FY19, OSSE AFE worked with its providers and partners to help strengthen the alignment between adult education, postsecondary education and employers. OSSE AFE staff and sub-grantees participated in informational sessions and meetings with the Workforce Investment Council, Career Pathways Task Force, Board of Trade, Chamber of Commerce and other organizations to identify potential partnerships that can assist the state and local program providers in offering high-quality Integrated Education and Training services to District residents.

II. Performance Data Analyses

In FY19, OSSE AFE awarded funding to 10 sub-grantees to implement the new Integrated Education and Training service models introduced in the FY17 grant competition. The models include the provision of adult education and literacy, workforce preparation, and training services for a specific occupation or occupational cluster to 1,000 District residents for educational and career advancement. In total, 1,144 adult learners received services in OSSE AFE funded programs in FY19. Of this number, 1,062 learners met the National Reporting System (NRS) guidelines of having a valid assessment and 12 or more instructional hours in the program year to be reportable to the US Department of Education. The remaining 82 adult learners engaged in one to 11 instructional hours.

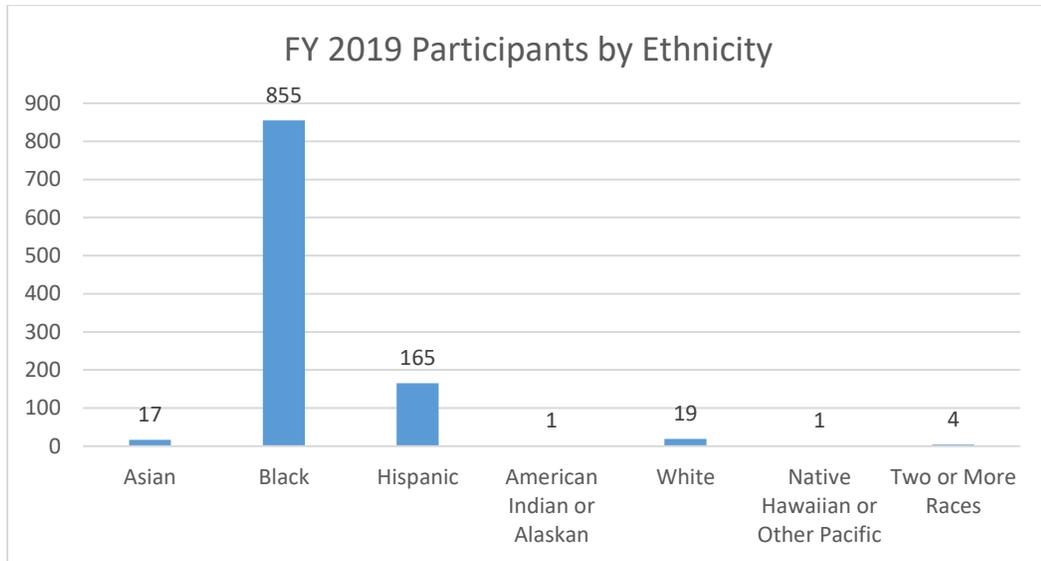
DC FY19 Participants by Gender (NRS Table 2)

In FY19, female learners represented 55 percent (n = 579) and male learners represented 45 percent (n = 483) of the total number of students served (n = 1,062).



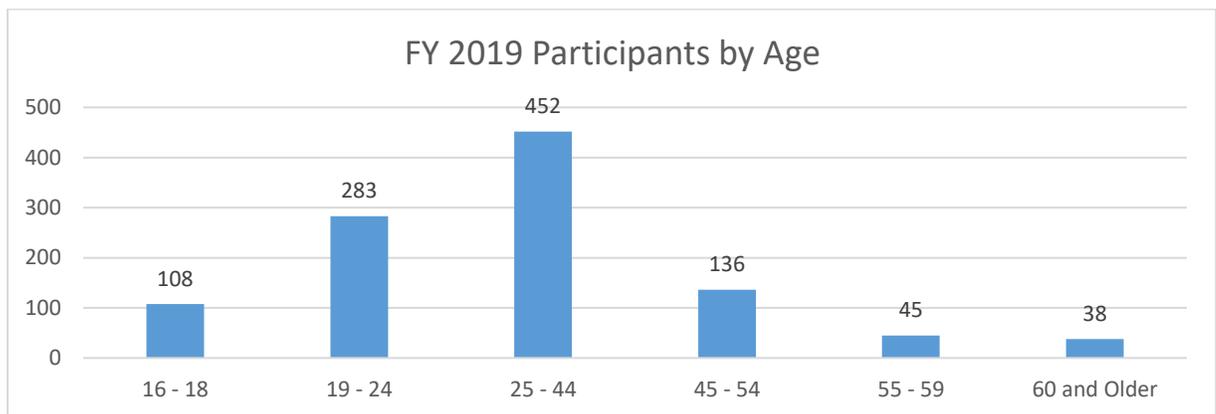
DC FY19 Participants by Ethnicity (NRS Table 2)

At 80 percent (n = 855 of 1,062 students), black or African-American participants comprised the single largest ethnic group of learners served; Hispanic or Latino students followed at 16 percent (n = 165 of 1,062 students). The percentage of American Indian or Alaskan, Asian, or white participants and persons with Two or More Races was at 4 percent (n = 42 of 1,062 students).



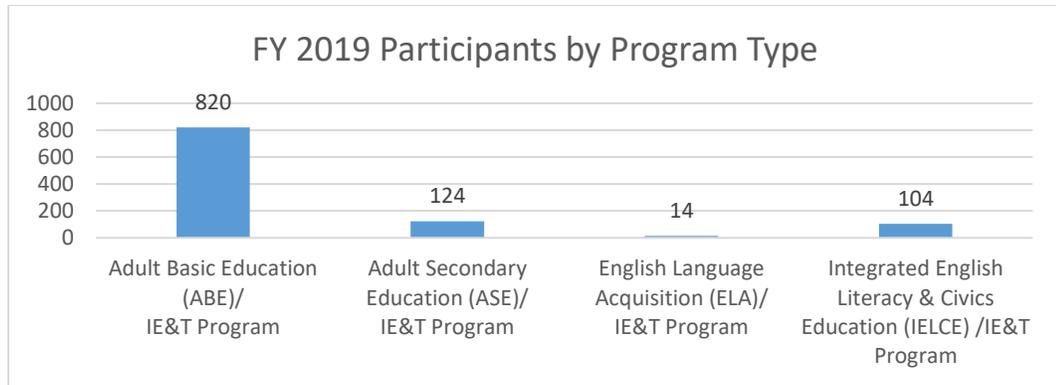
DC FY19 Participants by Age

Consistent with past years, the largest single group of learners served were between ages 25 and 44 (43 percent/n = 452 of 1,062 students). The second largest group of learners served were between 19 and 24 years of age (27 percent/n = 283 of 1,062 students), followed by learners between the ages of 45 and 54 (13 percent/n = 136 of 1,062 students). The smallest groups of learners served were at opposite ends of the age continuum and included students age 60 and older (3 percent/n=38 of 1,062 students), 55-59 years of age (4 percent/n=45 of 1,062 students) and 16 to 18 years of age (10 percent/n=108 of 1,062 students).



DC FY19 Participants by Program Type (NRS Table 3)

In FY19, of the total number of learners (n = 1,062) who met the NRS guidelines, students in Adult Basic Education (ABE)/Integrated Education and Training (IE&T) Programs comprised the single largest group by program type (77 percent/n = 820 of 1,062 students). The second and third largest groups by program type was Adult Secondary Education (ASE)/IE&T Programs (12 percent/n = 124 of 1,062 students), followed by Integrated English Literacy and Civics Education/IE&T Programs (10 percent/n=104 of 1,062 students). The fourth and smallest program type was English Language Acquisition/IE&T Programs (1 percent/n=14 of 1,062 students).



DC FY19 Measurable Skills Gains by Entry Level (NRS Table 4)

Adult Basic Education (ABE) Participants by Entry Educational Functioning Levels

Of the total number of ABE participants, the largest number of students entered at ABE Level 4 (40.7 percent/n = 398 of 978 students) followed by ABE Level 3 (28.22 percent/n = 276 of 978 students) level. The smallest number of participants entered at ABE Level 6 (2.56 percent/n = 25 of 978 students).

English as a Second Language (ESL) Participants by Entry Educational Functioning Levels

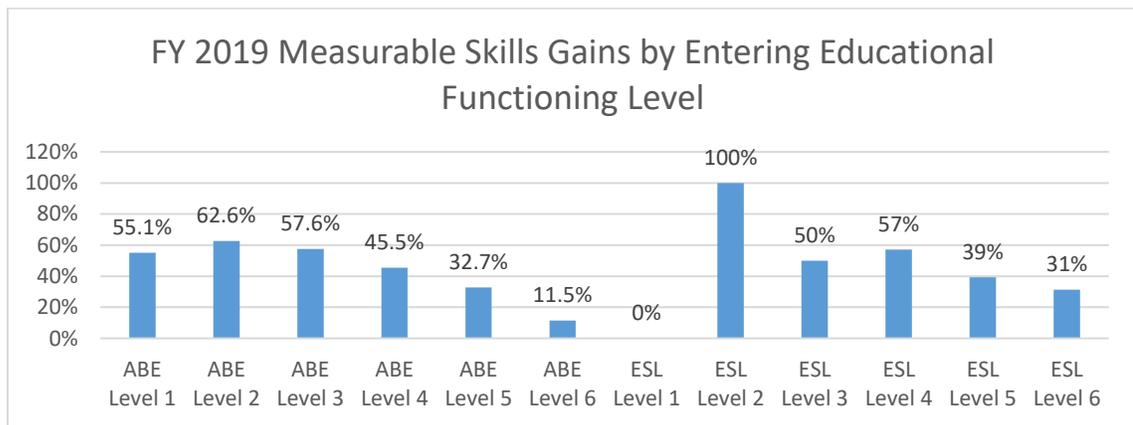
Of the total number of ESL participants, the largest number of participants entered at ESL Level 5 at (33.3 percent/n = 28 of 84 students) followed by the second largest number of participants who entered in ESL Level 4 (25 percent/n = 21 of 84 students). The smallest number of ESL participants entered in ESL Level 2 (3.5 percent/n = 3 of 84 students).

Entering Educational Functioning Level	Total Number Enrolled	Entering Educational Functioning Level	Total Number Enrolled
ABE Level 1	48	ESL Level 1	0
ABE Level 2	130	ESL Level 2	3
ABE Level 3	276	ESL Level 3	16
ABE Level 4	398	ESL Level 4	21
ABE Level 5	101	ESL Level 5	28
ABE Level 6	25	ESL Level 6	16
Total	978	Total	84

Measurable Skills Gains by Entry Level

For FY19, OSSE AFE negotiated a measurable skill gains performance target of 43 percent for all ABE and ESL Educational Functioning Levels (EFLs). This target represents the proposed percentage of adult learners making a measurable skill gain (e.g., achieving an educational functioning level gain, acquiring a secondary school diploma or its equivalent, or exiting a program below the postsecondary level and enrolling in postsecondary education and training during the program year). OSSE AFE exceeded its target of 43 percent, with 49.8 percent of students enrolled in an OSSE AFE-funded program achieving a gain. This reflects a 3.6 percent increase over the percentage of students with measurable skill gains in FY18 – (46.2 percent).

The chart below reflects the percentage of adult learners who made measurable skills gains. Students at ABE Level 2 had the highest percentage of measurable gains at 62.6 percent, followed by students at ABE Level 3 (57.6 percent) and ABE Level 1 (55.1 percent). Students at ESL Level 2 had the highest percentage of measurable gains at 100 percent, followed by students at ESL Level 4 (57 percent) and ESL Level 3 (50 percent).



DC FY19 Core Outcome Follow-up Achievement (NRS Table 5)

Per WIOA, the state did not have performance targets for NRS Table 5 as this was a year for the collection of baseline data. While it is important to note that there is a lag time associated with the collection of NRS Table 5 data, the charts below represent the employment outcomes and other follow-up indicators for participants who exited OSSE AFE funded programs during the prior program year (FY18).

Core Follow-up Outcome Measures (A)	Number of Participants who exited (B)	Number of Participants Who Exited Achieving Outcome or Median Earnings Value (C)	Percent Achieving Outcome (D)	Total Periods of Participation (E)	Number of Periods of Participation Achieving Outcome or Median Earnings Value (F)	Percent of Periods of Participation Achieving Outcome (G)
Employed Second Quarter after Exit	958	163	17	971	163	16.8%
Employed Fourth Quarter after Exit	506	107	21.1	552	117	21.2%
Median Earnings Second Quarter after Exit	163	\$7,020	N/A	163	\$7,020	N/A

Core Follow-up Outcome Measures (Continued)	Number of Participants who exited	Number of Participants Who Exited Achieving Outcome or Median Earnings Value	Percent Achieving Outcome	Total Periods of Participation	Number of Periods of Participation Achieving Outcome or Median Earnings Value	Percent of Periods of Participation Achieving Outcome
Attained a Secondary School Diploma/Equivalent and Enrolled in Postsecondary Education or Training within one year of exit	48	3	6.3%	49	3	6.1%
Attained a Secondary School Diploma/Equivalent and Employed within one year of exit	48	2	4.2%	49	2	4.1%
Attained a Postsecondary Credential while enrolled or within one year of exit	176	88	50%	182	92	50.5%
Attained any credential (unduplicated)	210	92	43.8%	217	96	44.2%

Attainment of a Secondary School Diploma/Recognized Equivalent

For the period of July 1, 2018 – June 30, 2019:

- 299 District residents passed all four components of the GED Exam and earned a DC State Diploma.
- 84 DC residents completed the National External Diploma Program and earned a DC Public School, DC Public Charter School or DC State Diploma.

III. Integration with Other Programs

A. Describe how the state-eligible agency, as the entity responsible for meeting one-stop requirements under 34 CFR part 463, subpart J, carries out or delegates its required one-stop roles to eligible providers.

The OSSE AFE recognizes that relationships with WIOA partners are pivotal in delivering learner-centered integrated services to District residents. In FY19, the OSSE AFE continued its efforts to collaborate with the District’s WIC, Grants and Associates, Inc. (the District’s One-Stop Operator), DOES, DHS, DDS/RSA, UDC-CC and other partners to fulfill its one-stop responsibilities. This included working with partners to establish uniform intake, assessment and program referral practices, and working collaboratively to support learners’ academic achievement and success while engaged in workforce readiness, job training and postsecondary education transition activities. OSSE AFE continued to work with several of the WIOA core partners/one-stop required partners and Literacy Pro Systems, Inc., to implement and build upon the DC Data Vault. See description of the DC Data Vault activities under Section I. State Leadership.

Additionally, OSSE staff serve on the District’s WIC and attend WIOA Workgroup Meetings, DC Data Vault Workgroup Meetings, Career Pathways Task Force Meetings and One-Stop Operator partner meetings to strategize ways to develop a more cohesive and collaborative workforce development/career pathways system in the District of Columbia that aligns with the mandates of WIOA and the District’s approved WIOA State Unified Plan.

B. Describe the applicable career services that are provided in the one-stop system.

OSSE AFE has been partnering with DOES since 1998 to support the integration of adult education, career development, and employment and training activities for District residents. The partnership was formalized through a memorandum of understanding from FY13 through FY16 and supported with funding from both DOES and OSSE AFE. While there was no MOU extension in FY17, FY18 or FY19, OSSE AFE continued to use its funding to support the provision of assessment and screening services to District residents coming through the one stop system. OSSE AFE American Job Center (AJC) provider partners provide one full day or two half days of services per week at each of the four DOES American Job Centers. Additionally, through the partnership, all OSSE AFE providers were required to serve District residents through the one-stop system.

C. Describe how infrastructure costs are supported through state and local options.

OSSE AFE entered into a Memorandum of Understanding (MOU) with the District's WIC and DOES in FY17 that is modified annually. The MOU specifies the responsibilities that OSSE will fulfill as a one-stop partner. Additionally, OSSE provided local funding via the MOU to DOES to support the one stop infrastructure costs and activities. OSSE also contributes to the one-stop system through the provision of funding to three OSSE AFE local program providers to offer assessment and screening services weekly at the DOES AJCs. Additionally, OSSE AFE provides CASAS Implementation, CASAS eTest Coordinator and Proctor, Supporting Adults with Special Needs and DC Data Vault training and CASAS web-test units to one-stop partners; and hosts and maintains the DC Data Vault, in collaboration with Literacy Pro Systems, Inc., for use by one-stop partners.

IV. Integrated English Literacy and Civics (IELCE) Program

Below is a description of how OSSE AFE is using funds under Section 243 to support IELCE program activities:

A. Describe when your state held a competition [the latest competition] for IELCE program funds and the number of grants awarded by your State to support IELCE programs.

OSSE AFE, in collaboration with the DC WIC, held the Adult Education and Family Literacy Act (AEFLA) and WIC Career Pathways grant competition in spring 2017. Three of 10 eligible providers were selected to provide Integrated English Literacy and Civics Education (IELCE) and Training to District residents. OSSE AFE, in collaboration with the WIC, will conduct a new grant competition in FY20 for FY21-25 AEFLA funding, including Sec. 243 IELCE.

B. Describe your state efforts in meeting the requirement to provide IELCE services in combination with integrated education and training activities.

OSSE AFE is funding eligible providers to develop and implement innovative program models that include the provision of Integrated English Literacy and Civics Education (IELCE) concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster to English learners (ELs) for the purpose of educational and career advancement.

Program models include: 1) services to professionals with degrees and credentials in their native countries; 2) services that enable adult learners to achieve competency in the English language and

acquire the basic and more advanced skills needed to function effectively as parents, workers, and citizens in the United States; and 3) the provision of career pathway mapping, workforce preparation and workforce training including career awareness, career exploration, and career planning services appropriate for English learners. Students participate in EL/civics activities that focus on civic engagement, American history and government, American culture and values, and paths to naturalization while also engaging in occupational skills training that prepare them to pursue their desired career path.

C. Describe how the state is progressing toward program goals of preparing and placing IELCE program participants in unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency as described in section 243(c)(1) and discuss any performance results, challenges, and lessons learned from implementing those program goals.

OSSE AFE continues to work with its three IELCE and Training sub-grantees, its WIOA core partner agencies and/other key stakeholders to identify opportunities for students to participate in unsubsidized employment in the District's high demand industries. Each sub-grantee has employer partners that provide work-based learning, internships and/or externships to students that sometimes lead to unsubsidized employment. OSSE AFE expects that the provision of integrated English Literacy, Civics Education, workforce preparation and workforce training will enhance the likelihood that English learners will be afforded to opportunity to pursue occupations that lead to economic self-sufficiency.

D. Describe how the State is progressing toward program goals of ensuring that IELCE program activities are integrated with the local workforce development system and its functions as described in section 243(c)(2) and discuss any performance results, challenges, and lessons learned from implementing those program goals.

OSSE AFE works closely with the District's WIC to ensure that the adult education and literacy activities are aligned with the District's WIOA State Plan, career pathways initiative, and local workforce development system. Also see the response to B. and C. above.

V. Adult Education Standards

A. If your State has adopted new challenging K-12 standards under Title I of the Elementary and Secondary Education Act of 1965, as amended, describe how your Adult Education content standards are aligned with those K-12 standards

In FY19, OSSE AFE staff and local providers continued to increase their understanding of the Common Core State Standards (CCSS) and the College and Career Readiness Standards (CCRS) and their implication for adult education. In addition to CCSS/CCRS, OSSE AFE continued its efforts to work with its sub-grantees to integrate the Comprehensive Adult Student Assessment System (CASAS) competencies and basic skills content standards in their lessons/programs. As such, OSSE AFE staff and its professional development partners continue to identify strategies to assist local program staff via professional development, technical assistance and resources to employ a standards-based approach to teaching adult learners in a more succinct and comprehensive way.

B. Optional – Describe implementation efforts, challenges, and any lessons learned.

OSSE AFE recognizes that it that it takes time to increase local programs' understanding and integration of standards in their programs. In its FY19 AEFLA Continuation Grant Application, the

OSSE AFE required local programs to specify which standards (CCSS, CCRS, CASAS, workforce preparation and workforce training) will be reflected in their program designs. OSSE AFE will use this information to provide additional professional development, technical assistance and resources to local program providers and to monitor and evaluate their efforts to integrate relevant standards incrementally into their program designs.

VI. Programs for Correction Education and Education of Other Institutionalized Individuals (AEFLA Section 225)

A. What was the relative rate of recidivism for criminal offenders served? Please describe the methods and factors used in calculating the rate for this reporting period.

OSSE AFE estimates that the relative rate of recidivism is 55 percent for offenders served. The methods and factors used in calculating the rate for the reporting period include the following:

Methods:

- An analysis of students populating NRS Table 10 – Outcome Achievement for Adults in Correctional Education.
- An analysis of employment and/or wage data via student follow-up survey data in the Literacy Adult and Community Education System (LACES), the state’s management information system; and
- An analysis of student enrollment data and instructional hours in FY19 in LACES.

Factors:

- The total number of students served in FY19 was 76 per NRS Table 10 – Outcome Achievement for Adults in Correctional Education.
- Of the 76 students, 31 exited achieving an outcome or median earning value in FY19 (based on aligned survey and data matching results).
- Of the 76 students, 3 re-enrolled and had instructional hours in FY19.
- $31 + 3$ (re-enrolled students with instructional hours) = 34 students that did not recidivate.
- $34/76 = 45$ percent of students did not recidivate.
- 100 percent minus 45 percent = 55 percent ($n = 42$) of students may have recidivated.

It is important to note that the recidivism rate could be less than 55 percent. Because we do not have wage, enrollment or instructional hours data for the 42 students, there is a possibility that some of them may not have recidivated and one or more of the following may be true:

- Some students may have enrolled in another program that is not funded by the state or a partner agency or may not have an interest in participating in a program at this time.
- Some students may be unemployed.
- Some of the students may be self-employed or day laborers, and thereby responsible for reporting their own wages/income independent of an employer.
- Some students may be working as contractors/sub-contractors. If their employers don’t pay unemployment insurance for these individuals or they don’t report their earnings, it is difficult to track whether they had earnings.
- Some students, who did not provide a Social Security Number, may be employed. However, the state was unable to data match with unemployment insurance for these students due to a lack of social security numbers.
- Some students are transient. They may have left the state or region to seek employment in another state or region for which the state cannot data match.

Student:

NRS Table 1: Participants by Entering Educational Functioning Level, Ethnicity, and Sex

Select Reporting System:

NRS FY 18-19 ▼

Agency: ~OSSE - Adult & Family Education

Enter the number of participants* by educational functioning level, ethnicity/race**, and sex.

Entering Educational Functioning Level (A)	American Indian or Alaska Native		Asian		Black or African-American		Hispanic/Latino		Native Hawaiian or Other Pacific Islander		White		More than One Race		Total
	M (B)	F (C)	M (D)	F (E)	M (F)	F (G)	M (H)	F (I)	M (J)	F (K)	M (L)	F (M)	M (N)	F (O)	
ABE*** Level 1	0	0	0	0	23	22	3	0	0	0	0	0	0	0	48
ABE Level 2	0	0	0	1	64	52	5	8	0	0	0	0	0	0	130
ABE Level 3	0	0	0	0	93	153	8	20	0	0	1	1	0	0	276
ABE Level 4	0	1	1	5	151	179	18	39	0	0	1	2	1	0	398
ABE Level 5	0	0	1	1	55	35	2	3	0	0	3	0	0	1	101
ABE Level 6	0	0	0	0	7	9	3	1	0	1	1	1	1	1	25
ESL*** Level 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ESL Level 2	0	0	0	0	0	0	0	3	0	0	0	0	0	0	3
ESL Level 3	0	0	1	0	0	1	9	4	0	0	0	1	0	0	16
ESL Level 4	0	0	2	0	1	1	8	7	0	0	0	2	0	0	21
ESL Level 5	0	0	3	0	4	2	6	9	0	0	0	4	0	0	28
ESL Level 6	0	0	2	0	3	0	1	8	0	0	1	1	0	0	16
Total	0	1	10	7	401	454	63	102	0	1	7	12	2	2	1062

*A participant is an individual in an AEFLA program who has completed at least 12 contact hours.

** See definitions for ethnicity/race categories.

*** ABE = Adult Basic Education; ESL = English as a Second Language

Ethnicity/Race:

Hispanic / Latino: The participant indicates that he/she is a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture in origin, regardless of race.

American Indian / Alaska Native: The participant indicates that he/she is a member of an Indian tribe, band, nation, or other organized group or community, including any Alaska Native village or regional or village corporation as defined in or established pursuant to the Alaska Native Claims Settlement Act (85 Stat. 688) [43 U.S.C. 1601 et seq.], which is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Asian: The participant indicates that he/she is a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent (e.g., India, Pakistan, Bangladesh, Sri Lanka, Nepal, Sikkim, and Bhutan). This area includes, for example, Cambodia, China, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black / African American: The participant indicates that he/she is a person having origins in any of the black racial groups of Africa.

Native Hawaiian / Other Pacific Islander: The participant indicates that he/she is a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White: the participant indicates that he/she is a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

More Than One Race: Participants having origins in more than one racial category at program entry.

NRS Table 2: Participants by Age, Ethnicity, and SexSelect Reporting
System:

NRS FY 18-19 ▼

Agency: ~OSSE - Adult & Family Education

Enter the number of participants* by age**, ethnicity/race***, and sex.

Age Group (A)	American Indian or Alaska Native		Asian		Black or African-American		Hispanic/Latino		Native Hawaiian or Other Pacific Islander		White		More than One Race		Total (P)
	Male (B)	F (C)	M (D)	F (E)	M (F)	F (G)	M (H)	F (I)	M (J)	F (K)	M (L)	F (M)	M (N)	F (O)	
16-18	0	1	0	1	50	27	15	14	0	0	0	0	0	0	108
19-24	0	0	1	1	120	107	20	30	0	0	2	0	1	1	283
25-44	0	0	5	5	148	219	20	44	0	0	4	5	1	1	452
45-54	0	0	2	0	54	64	4	7	0	0	1	4	0	0	136
55-59	0	0	2	0	12	21	2	6	0	1	0	1	0	0	45
60+	0	0	0	0	17	16	2	1	0	0	0	2	0	0	38
Total	0	1	10	7	401	454	63	102	0	1	7	12	2	2	1062

*A participant is an individual in an AEFLA program who has completed at least 12 contact hours.

**Participants should be classified based on their age at program entry. Participants entering the program prior to the current program year should be classified based on their age at the beginning of the current program year.

***See definitions of ethnicity/race categories.

The totals in columns B–O should equal the totals in columns B–O of Table 1. Row totals in column P should equal corresponding column row totals in Table 3.

Ethnicity/Race:

See Table 1

Sex:

See Table 1

OMB Number 1830-0027, Expires 08/31/2017.

Student:

NRS Table 2A: Reportable Individuals by Age, Ethnicity, and Sex

Select Reporting System:

NRS FY 18-19 ▼

Agency:

~OSSE - Adult & Family Education

Enter the number of reportable individuals* who have completed fewer than 12 contact hours by age**, ethnicity***, and sex.

Age Group (A)	American Indian or Alaska Native		Asian		Black or African-American		Hispanic/Latino		Native Hawaiian or Other Pacific Islander		White		More than One Race		Total
	Male (B)	F (C)	M (D)	F (E)	M (F)	F (G)	M (H)	F (I)	M (J)	F (K)	M (L)	F (M)	M (N)	F (O)	(P)
16-18	1	0	0	0	3	2	2	1	0	0	0	0	0	0	9
19-24	0	0	0	0	9	5	8	8	0	0	0	0	0	0	30
25-44	0	0	0	0	12	13	2	0	0	0	0	0	0	0	27
45-54	0	0	0	0	2	7	0	1	0	0	0	0	0	0	10
55-59	1	0	0	0	1	0	0	0	0	0	0	0	0	0	2
60+	0	0	0	0	3	1	0	0	0	0	0	0	0	0	4
Total	2	0	0	0	30	28	12	10	0	0	0	0	0	0	82

*Report, on this table, only individuals who have completed fewer than 12 contact hours in a period of participation. A reportable individual is an individual who has taken action that demonstrates an intent to use program services and who meets specific reporting criteria of an AEFLA program.

** Reportable individuals should be classified based on their age at entry. Reportable individuals entering the program prior to the current program year should be classified based on their age at the beginning of the current program year.

*** See definitions of race/ethnic categories and examples that demonstrate how to report them.

Ethnicity/Race: See Table 1

NRS Table 3: Participants by Program Type and Age

Select Reporting

NRS FY 18-19 ▼

Agency:

~OSSE - Adult & Family Education

System:

Enter the number of participants* by program type and age, non-duplicated.

Program Type (A)	16-18 (B)	19-24 (C)	25-44 (D)	45-54 (E)	55-59 (F)	60+ (G)	Total (H)
Adult Basic Education**	91	229	320	116	34	30	820
Integrated Education and Training Program	91	229	320	116	34	30	820
Adult Secondary Education***	6	30	68	8	7	5	124
Integrated Education and Training Program	6	30	68	8	7	5	124
English Language Acquisition****	5	5	2	1	1	0	14
Integrated Education and Training Program	5	5	2	1	1	0	14
Integrated English Literacy and Civics Education (Sec. 243)*****	6	19	62	11	3	3	104
Integrated Education and Training Program	6	19	62	11	3	3	104
Total	108	283	452	136	45	38	1062

*A participant is an individual in an AEFLA program who has completed at least 12 contact hours.

The total in column H should equal the total in column P of Table 1.

**Number of participants enrolled in ABE levels 1-4. This number includes those enrolled in Integrated Education and Training (IET) Programs (Sec. 203(11) of WIOA).

***Number of participants enrolled in ABE levels 5 and 6. This number includes those enrolled in IET Programs (Sec. 203(11) of WIOA).

****Number of participants enrolled in English Language Acquisition programs but not enrolled in Integrated English Literacy and Civics Education (IELCE) programs (Sec. 243 of WIOA). This number includes those enrolled in IET Programs (Sec. 203(11) of WIOA).

*****Number of participants enrolled in IELCE programs (Sec. 243 of WIOA). This number includes those enrolled in IET Programs. It does not include those enrolled in ELA programs.

OMB Number 1830-0027, Expires 08/31/2017.

NRS Table 4

Select Reporting System:

NRS FY 18-19

Agency: ~OSSE - Adult & Family Education

Measurable Skill Gains by Entry Level

Enter the number of participants for each category listed, total attendance hours, number achieving at least one educational functioning level gain, number who attain a secondary school diploma or its equivalent, and periods of participation outcomes.

First Period of Participation									All Periods of Participation			
Entering Educational Functioning Level (A)	Number of Participants (B)	Total Number of Participants Excluded from MSG Performance (C)	Total Attendance Hours for All Participants (D)	Number Who Achieved at Least One Educational Functioning Level Gain (E)	Number Who Attained a Secondary School Diploma or Its Recognized Equivalent (F)	Number Separated Before Achieving Measurable Skill Gains (G)	Number Remaining in Program Without Measurable Skill Gains (H)	Percentage Achieving Measurable Skill Gains (I)	Total Number of Periods of Participation (J)	Total Number of Periods of Participation in Which Participants Achieved at Least One Educational Functioning Level Gain (K)	Total Number of Periods of Participation in Which a Secondary School Diploma or Its Recognized Equivalent Was Attained (L)	Percentage of Periods of Participation with Measurable Skill Gains (M)
ABE Level 1	48	0	7218.25	27	0	19	2	56.3	49	27	0	55.1
ABE Level 2	130	1	23181.58	81	0	35	13	62.8	131	81	0	61.8
ABE Level 3	276	3	36133.77	157	2	81	33	58.2	278	158	2	57.6
ABE Level 4	398	4	52364.07	170	15	146	63	47	402	171	17	46.8
ABE Level 5	101	1	8875.6	31	4	47	18	35	101	31	4	34.7
ABE Level 6	25	0	1730.7	2	1	17	5	12	26	2	1	11.5
ABE Total	978	9	129503.97	468	22	345	134	50.6	987	470	24	50.1
ESL Level 1	0	0	0	0	0	0	0	0	0	0	0	0
ESL Level 2	3	0	1310.63	3	0	0	0	100	3	3	0	100
ESL Level 3	16	0	3812.38	8	0	8	0	50	16	8	0	50
ESL Level 4	21	0	3937.5	12	0	9	0	57.1	21	12	0	57.1

ESL Level 5	28	0	3015	11	0	17	0	39.3	28	11	0	39.3
ESL Level 6	16	0	2287.5	4	1	10	1	31.3	16	4	1	31.3
ESL Total	84	0	14363.01	38	1	44	1	46.4	84	38	1	46.4
Grand Total	1062	9	143866.98	506	23	389	135	50.2	1071	508	25	49.8

- Use participant's pretest score for the 1st entry of a program year for initial placement in this table.
- For the purposes of reporting measurable skill gain on Tables 4, 4C, 8, and 10, each program entry per participant during the reporting period is considered a period of participation.
- Count each participant only once in columns E through H. Total number of participants in column B should equal corresponding total number of participants in other NRS tables. Report the most recent measurable skill gain for a participant who achieved more than one measurable skill gain during a period of participation.
- The number in Column C is the number of participants who are being excluded from MSG performance due to the exclusion scenarios listed in OCTAE Program Memorandum 17-2 Attachment 2, Table A. No values associated with these participants should be entered into columns E-G.
- The number in column E is the number of participants who completed one or more Educational Functioning Level (EFL) gains as measured in one of three ways: 1) by comparing a participant's initial EFL as measured by a pre-test with the participant's EFL as measured by a participant's post-test; or 2) for States that offer high school programs that lead to a secondary school diploma or its recognized equivalent, an EFL gain may be measured through the awarding of credits or Carnegie units; or 3) States may report an EFL gain for participants who exit the program and enroll in postsecondary education or training during the program year.
- Column F is the number of participants who attained a secondary school diploma or its recognized equivalent.
- Enter only the most recent achievement, if attained, per participant in column E or column F. No participant should have an achievement counted in both columns.
- Column G is the number of participants who achieved no measurable skill gain and exited the program. The last day of service cannot be determined until at least 90 days have elapsed since the participant last received services (services do not include self-service, information-only services or activities, or follow-up services), and there are no plans to provide the participant with future services.
- Column H is number of participants who remain enrolled and achieved no measurable skill gain.
- Column B should equal Column C + E + F + G + H.
- Column I is calculated using the following formula: $(\text{Column I}) = (\text{Column E} + \text{Column F}) / (\text{Column B} - \text{Column C})$
- Column J is the total number of periods of participation for each participant. A participant may have more than one period of participation.
- Column K is the Total number of Periods of Participation in which at least one educational functioning level gain was achieved. Multiple outcomes are permissible for individual participants with more than one period of participation. Although participants may achieve more than one gain per period of participation, only one gain for a participant per period of participation is reported in EITHER column K or column L.
- Column L is the Total number of Periods of Participation in which a secondary school diploma or its recognized equivalent was attained. Multiple outcomes are permissible for individual participants with more than one period of participation. Although participants may achieve more than one gain per period of participation, only one gain for a participant per period of participation is reported in EITHER column K or column L.
- Column M is calculated using the following formula: $(\text{Column M}) = (\text{Column K} + \text{Column L}) / (\text{Column J})$
- **Period of Participation:** For the Measurable Skill Gains indicator, a new period of participation is counted each time a participant enrolls—even if both enrollments occur within the same program year. It is not necessary to wait until the participant exits the program in order to count a measurable skill gain, because the measurable skill gains indicator is not an exit-based indicator. The skill gain may be counted as soon as it is earned at any point during the participation period of the program year in which it was earned. A person with more than one period of participation in a program year is counted separately for each period of participation in both the numerator and denominator of each applicable performance indicator. Therefore, the person is counted multiple times—once for each period of participation. Please see OCTAE program memorandum 17-2 for examples of counting periods of participation.

NRS Table 4A - Educational Functioning Level Gain

Select Reporting

NRS FY 18-19

Agency:

~OSSE - Adult & Family Education

System:

English Language Arts (ELA)/Literacy, English Language Proficiency (ELP), Mathematics, Carnegie Units/Credits, and Transition to Postsecondary Education by Entry Level

Enter number of participants achieving educational gain at each level.

Entering Educational Functioning Level (A)	Number of Participants (B)	Number with EFL Gain For ELA/Literacy or ELP by pre-posttesting (C)	Percentage Achieving ELA/Literacy or ELP EFL Gains (D)	Number with EFL Gain for Mathematics by pre-posttesting (E)	Percentage Achieving Mathematics EFL Gains (F)	Number with EFL Gain by Carnegis Units/Credits (G)	Percentage Achieving EFL Gain by Carnegie Units/Credits (H)	Number with EFL Gain by Transition to Postsecondary Education (I)	Percentage Achieving EFL Gain by Transition to Postsecondary Education (J)
ABE Level 1	27	17	63	21	77.8	0	0	1	3.7
ABE Level 2	81	34	42	73	90.1	0	0	1	1.2
ABE Level 3	159	84	52.8	133	83.6	0	0	5	3.1
ABE Level 4	173	108	62.4	94	54.3	0	0	12	6.9
ABE Level 5	30	16	53.3	15	50	0	0	1	3.3
ABE Level 6	2	0	0	2	100	0	0	0	0
ABE Total	472	259	54.9	338	71.6	0	0	20	4.2
ESL Level 1	0	0	0	0	0	0	0	0	0
ESL Level 2	3	3	100	1	33.3	0	0	0	0
ESL Level 3	8	7	87.5	4	50	0	0	0	0
ESL Level 4	12	11	91.7	4	33.3	0	0	1	8.3
ESL Level 5	11	11	100	4	36.4	0	0	0	0
ESL Level 6	4	3	75	2	50	0	0	1	25
ESL Total	38	35	92.1	15	39.5	0	0	2	5.3
Grand Total	510	294	57.6	353	69.2	0	0	22	4.3

Instructions for Completing Table 4A

- Column B is the number of participants who achieved an EFL gain during the program year
- Both ELA/literacy or ELP and Mathematics level gains must be reported for all participants, if tested in both areas. EFL gains reported in Columns C and D may be measured by reading, writing, literacy skills, speaking or listening tests approved for use in the National Reporting System for Adult Education (NRS).
- Report Carnegie unit/credit attainment and entry into postsecondary education for participants who achieved these outcomes. Multiple outcomes are permissible on this table for individual participants.
- In each of Columns C, E, G, and I, record the total number of participants who achieved at least one educational functioning level gain of that type.
- Calculate Percentages as follows:
 - Column D = Column C/Column B
 - Column F = Column E/Column B
 - Column H = Column G/Column B
 - Column J = Column I/Column B

NRS Table 4BSelect Reporting
System:

NRS FY 18-19 ▼

Agency: ~OSSE - Adult & Family Education

Educational Functioning Level Gain and Attendance for Pre- and Post-tested Participants

Enter the number of pre- and post-tested participants for each category listed, number of post-tested participants achieving at least one educational functioning level gain, and total attendance hours for post-tested participants.

Entering Educational Functioning Level (A)	Total Number Enrolled (B)	Total Attendance Hours (C)	Number with EFL Gain (D)	Number Separated Before Achieving EFL Gain (E)	Number Remaining Within Level (F)	Percentage Achieving EFL Gain (G)
ABE Level 1	37	6844.98	27	9	1	73
ABE Level 2	102	22196.36	81	14	7	79.4
ABE Level 3	200	32320.47	158	20	22	79
ABE Level 4	280	47263.59	163	68	49	58.2
ABE Level 5	56	7398.25	29	15	12	51.8
ABE Total	675	116023.65	458	126	91	67.9
ESL Level 1	0	0	0	0	0	0
ESL Level 2	3	1310.63	3	0	0	100
ESL Level 3	10	3597.38	8	2	0	80
ESL Level 4	15	3577.5	12	3	0	80
ESL Level 5	23	2862.5	11	12	0	47.8
ESL Level 6	13	2208	4	7	2	30.8
ESL Total	64	13556.01	38	24	2	59.4
Total	739	129579.66	496	150	93	67.1

Include in this table only participants who are both pre- and post-tested.

- Column D is the total number of participants (both exited and continuing) who achieved at least one EFL gain by completing at least one level through pre- and post-testing.
- Column E is the number of participants who achieved no EFL gain and exited the program. The last day of service cannot be determined until at least 90 days have elapsed since the participant last received services (services do not include self-service, information-only services, activities, or follow-up services), and there are no plans to provide the participant with future services.
- Column F represents the number of participants still enrolled who are at the same EFL level as when they entered.
- Column D + E + F should equal the total in Column B.
- Each row total in Column G is calculated using the following formula: $G = \text{Column D} / \text{Column B}$

OMB Number 1830-0027, Expires 08/31/2017.

NRS Table 4C

Select Reporting System:

NRS FY 18-19

Agency: ~OSSE - Adult & Family Education

Measurable Skill Gains by Entry Level for Participants in Distance Education

Enter the number of participants for each category listed, total attendance hours, number achieving at least one educational functioning level gain, number who attain a secondary school diploma or its equivalent, and periods of participation outcomes.

Entering Educational Functioning Level (A)	Total Number Enrolled (B)	Total Attendance Hours for All Participants (C)	Number Who Achieved at Least One Educational Functioning Level Gain (D)	Number Who Attained a Secondary School Diploma or Its Equivalent (E)	Number Separated Before Achieving Measurable Skill Gains (F)	Number Remaining in Program Without Measurable Skill Gains (G)	Percentage Achieving Measurable Skill Gains (H)	Total Number of Periods of Participation (I)	Total Number of Periods of Participation with Measurable Skill Gains (J)	Percentage of Periods of Participation with Measurable Skill Gains (K)
ABE Level 1	0	0	0	0	0	0	0	0	0	0
ABE Level 2	0	0	0	0	0	0	0	0	0	0
ABE Level 3	0	0	0	0	0	0	0	0	0	0
ABE Level 4	0	0	0	0	0	0	0	0	0	0
ABE Level 5	0	0	0	0	0	0	0	0	0	0
ABE Level 6	0	0	0	0	0	0	0	0	0	0
ABE Total	0	0	0	0	0	0	0	0	0	0
ESL Level 1	0	0	0	0	0	0	0	0	0	0
ESL Level 2	0	0	0	0	0	0	0	0	0	0
ESL Level 3	0	0	0	0	0	0	0	0	0	0
ESL Level 4	0	0	0	0	0	0	0	0	0	0
ESL Level 5	0	0	0	0	0	0	0	0	0	0
ESL Level 6	0	0	0	0	0	0	0	0	0	0
ESL Total	0	0	0	0	0	0	0	0	0	0
Grand Total	0	0	0	0	0	0	0	0	0	0

Include in this table only participants who are counted as distance education participants . This table is a subset of the participants reported in Table 4.

- Use participant's pretest score for initial placement in this table.
- For the purposes of reporting measurable skill gain on Tables 4, 4C, 8, and 10, each program entry per participant during the reporting period is considered a period of participation.
- Count each participant only once in columns D through G.
- The number in column D is the number of participants who completed one or more Educational Functioning Level gains as measured in one of three ways: 1) by comparing a participant's initial EFL as measured by a pre-test with the participant's EFL as measured by a participant's post-test; or 2) for States that offer high school programs that lead to a secondary school diploma or its recognized equivalent, an EFL gain may be measured through the awarding of credits or Carnegie units; or 3) States may report an EFL gain for participants who exit the program and enroll in postsecondary education or training during the program year.
- Column E is the number of participants who attained a secondary school diploma or its equivalent.
- Enter only the most recent achievement, if attained, per participant in column D or column E.
- Column F is the number of participants who achieved no measurable skill gain and exited the program. The last day of service cannot be determined until at least 90 days have elapsed since the participant last received services (services do not include self-service, information-only services, activities, or follow-up services), and there are no plans to provide the participant with future services.
- Column G is number of participants who remain enrolled and achieved no measurable skill gain.
- Column D + E + F + G should equal the total in column B.
- Column H is calculated using the following formula: $(\text{Column H}) = (\text{Column D} + \text{Column E}) / (\text{Column B})$
- Column I is the total number of periods of participation for each participant. A participant may have more than one period of participation.
- Column J is the number of periods of participation in which a Measurable Skill Gain is achieved. Multiple outcomes are permissible for individual participants with more than one period of participation. Participants may achieve more than one gain per period of participation. However, a maximum of one gain per period of participation is reported in column J.
- Column K is calculated using the following formula: $(\text{Column K}) = (\text{Column J}) / (\text{Column I})$

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Student:

NRS Table 5

Select Reporting
System:

NRS FY 18-19 ▼

Agency: ~OSSE - Adult & Family Education

Primary Indicators of Performance

First Period of Participation				All Periods of Participation		
Primary Indicators of Performance	Number of Participants who Exited	Number of Participants who Exited Achieving Outcome or Median Earnings Value	Percentage of Participants Achieving Outcome	Total Periods of Participation	Total Number of Periods of Participation in which Participants Achieved Outcome or Median Earnings Value for All Periods of Participation	Percentage of Participants in All Periods of Participation Achieving Outcome
(A)	(B)	(C)	(D)	(E)	(F)	(G)
Employment Second Quarter after exit *	958	163	17	971	163	16.8
Employment Fourth Quarter after exit *	506	107	21.1	552	117	21.2
Median Earnings Second Quarter after exit **	163	7020		163	7020	
Attained a Secondary School Diploma/Recognized Equivalent and Enrolled in Postsecondary Education or Training within one year of exit ***	48	3	6.3	49	3	6.1
Attained a Secondary School Diploma/Recognized Equivalent and Employed within one year of exit ***	48	2	4.2	49	2	4.1
Attained a Postsecondary Credential while enrolled or within one year of exit ****	176	88	50	182	92	50.5
Attained any credential (unduplicated) *****	210	92	43.8	217	96	44.2

Instructions for Completing Table 5

Note: All shaded columns will be calculated automatically by OCTAE's data system.

For the purposes of reporting on Employment 2nd Quarter, Employment 4th Quarter, Median Earnings, and the Credential Attainment indicators on Tables 5, 5A, 8, 9, 10, and 11 each program entry and exit per participant during the reporting period is considered a period of participation.

Do not exclude participants because of missing Social Security numbers or other missing data.

Exit: The exit date is the last date of service. The last day of service cannot be determined until at least 90 days have elapsed since the participant last received services. Services do not include self-service, information-only services or activities, or follow-up services. This also requires that there are no plans to provide the participant with future services.

period of participation is counted each time a participant re-enters and exits the program—even if both exits occur during the same program year. A person with more than one period of participation in a program year is counted separately for each period of participation in both the numerator and denominator of each applicable performance indicator. Therefore, the person is counted multiple times—once for each period of participation. Please see OCTAE program memorandum 17-2 for examples of counting periods of participation.

* Report in Column B (second and fourth quarter employment) the total number of participants who exited during the program year, excluding participants who exited due to the exclusions listed in OCTAE Memorandum 17-2 Attachment 2: Table A or incarcerated individuals under section 225 of WIOA who exited the AEFLA program but are still incarcerated.

** Report in Column B (Median Earnings) the total number of participants who exited during the program year and who were employed in the second quarter after program exit, excluding participants who exited due to the exclusions listed in OCTAE Program Memorandum 17-2 Attachment 2: Table A or incarcerated individuals under section 225 who exited the AEFLA program but are still incarcerated.

*** Report in Column B (secondary school credential attainment) the total number of participants without a secondary school credential or recognized equivalent who exited during the program year who entered at, or advanced into, a secondary school level program (9th grade equivalent or higher), excluding participants who exited due to the exclusions listed in OCTAE Program Memorandum 17-2 Attachment 2: Table A or incarcerated individuals under section 225 who exited the AEFLA program but remain incarcerated. Participants may potentially be reported in both secondary school credential rows and the postsecondary credential row. For participants included in the secondary school credential denominator who do not achieve a qualifying secondary school credential or recognized equivalent, choose only one row to report for Column B. For participants who achieved a secondary school credential or a recognized equivalent, enrolled in postsecondary education or training, and were employed within one year of exit, Column B and Column C would be reported for BOTH secondary school credential rows.

**** Report in Column B (postsecondary credential attainment) the total number of participants who during the program year were also enrolled in a postsecondary education or training program leading to a recognized postsecondary credential and exited that postsecondary training program, excluding participants who exited due to the exclusions listed in OCTAE Program Memorandum 17-2 Attachment 2: Table A or incarcerated individuals under section 225 who exited the AEFLA program but are still incarcerated. Participants may potentially be reported in both secondary school credential rows and the postsecondary credential row.

***** Report in Column B (Attained any credential (unduplicated)) the unduplicated total number of participants who EITHER: (1) did not possess a secondary school credential or recognized equivalent and exited during the program year who entered at, or advanced into, a secondary school level program (9th grade equivalent or higher) OR (2) were co-enrolled in a postsecondary education or training program leading to a recognized postsecondary credential and exited that postsecondary training program; excluding participants who exited due to the exclusions listed in OCTAE Program Memorandum 17-2 Attachment 2: Table A or incarcerated individuals under section 225 who exited the AEFLA program but remain incarcerated. Participants who meet the requirements for inclusion in both the secondary and postsecondary credential cohorts would only be recorded once in Column B.

Column C (except for Median Earnings) is the number of participants that achieved each outcome. For Median Earnings reporting, Column C is the median earnings value which is the midpoint between lowest and highest quarterly wage, in U.S. dollars, for the total number of participants who exited during the program year and who were employed in the second quarter after program exit, excluding participants who exited due to the exclusions listed in OCTAE Program Memorandum 17-2 Attachment 2: Table A or incarcerated individuals under section 225 who exited the AEFLA program but are still incarcerated. Participants who earn both a secondary and postsecondary credential would only be recorded once in Column C.

Column C, for median earnings, is the quarterly wage value for participants employed in the 2nd quarter after exit.

Column D (except for Median Earnings) is the number in Column C divided by the number in Column B. Column D should never be greater than 100 percent.

Column E is the total number of periods of participation for each participant reported in column B. This number will be greater than or equal to the number of participants in Column B.

Column F (except for Median Earnings) is the number of periods of participation in which the outcome was achieved.

For Median Earnings reporting, Column F is the median earnings value which is the midpoint between lowest and highest quarterly wage, in U.S. dollars, for the total number of periods of participation, excluding incarcerated individuals under section 225 who exited the AEFLA program but are still incarcerated.

Column F, for Median Earnings, is the median value for quarterly wage values from all PoPs reported for participants employed in the 2nd quarter after exit. In cases where participants have multiple PoPs, there would be the same number of instances of a quarterly earnings value. Those values would all be included in the final matrix of values used to determine the median quarterly earnings value for a State.

Column G (except for Median Earnings) is the number in Column F divided by the number in Column E. Column G should never be greater than 100 percent.

Columns D and G are not applicable to Median Earnings.

NRS Table 5A: Core Follow-up Outcome Achievement for Participants in Distance Education

Select Reporting

NRS FY 18-19 ▼

Agency:

~OSSE - Adult & Family Education

System:

Core Follow-up Outcome Measures	Number of Participants who Exited	Number of Participants who Exited Achieving Outcome or Median Earnings Value	Percent Achieving Outcome	Periods of Participation		
				Total Periods of Participation	Number of Periods of Participation Achieving Outcome or Median Earnings Value	Percent of Periods of Participation Achieving Outcome
(A)	(B)	(C)	(D)	(E)	(F)	(G)
Employment Second Quarter after exit*	0	0	0	0	0	0
Employment Fourth Quarter after exit*	0	0	0	0	0	0
Median Earnings Second Quarter after exit**	0	0		0	0	
Attained a Secondary School Diploma/Recognized Equivalent and Enrolled in Postsecondary Education or Training within one year of exit ***	0	0	0	0	0	0
Attained a Secondary School Diploma/Recognized Equivalent and Employed within one year of exit ***	0	0	0	0	0	0
Attained a Postsecondary Credential while enrolled or within one year of exit ****	0	0	0	0	0	0

Instructions for Completing Table 5a

Include only participants who are counted as distance education participants. Distance education participants are included in Table 5

Follow instructions for completing Table 5.

Note: All shaded columns will be calculated automatically by OCTAE's data system.

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NRS Table 6: Participant Status and Program Enrollment

Select Reporting

NRS FY 18-19

Agency:

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System:

Participant Status on Entry into the Program (A)	Number (B)	
Employed	261	
Employed, but Received Notice of Termination of Employment or Military Separation is pending	0	
Unemployed	764	
Not in the Labor Force	37	
TOTAL	1062	
Highest Degree Level of School Completed*	US Based Schooling	Non-US Based Schooling
No Schooling	7	1
Grades 1-5	1	7
Grades 6-8	30	14
Grades 9-12 (no diploma)	320	34
Secondary School Diploma or alternate credential	428	32
Secondary School Equivalent	16	3
Some Postsecondary education, no degree	42	13
Postsecondary or professional degree	22	34
Unknown	44	14
TOTAL (both US Based and Non-US Based)	1062	
Program Type**		
In Family Literacy Program	41	
In Workplace Adult Education and Literacy Activities***	43	
Institutional Programs (section 225)		
In Correctional Facility	6	
In Community Correctional Program	72	
In Other Institutional Setting	0	
TOTAL Institutional	78	

* Enter the highest level of schooling or degree attained for each participant in US or non-US-based schooling. Provide *only one entry* per participant. The total number of participants reported here must be the same as the number reported in the Total row of Column P, Table 1.

** Participants counted here must be in a program specifically designed for that purpose.

*** The term "workplace adult education and literacy activities" means adult education and literacy activities offered by an eligible provider in collaboration with an employer or employee organization at a workplace or an off-site location that is designed to improve the productivity of the workforce.

Employment Status definitions:

Employed: The participant, at program entry, (a) is currently performing any work at all as a paid employee, (b) is currently performing any work at all in his or her own business, profession, or farm, (c) is currently performing any work as an unpaid worker in an enterprise operated by a member of the family, or (d) is

one who is not working, but currently has a job or business from which he or she is temporarily absent because of illness, bad weather, vacation, labor-management dispute, or personal reasons, whether or not paid by the employer for time-off, and whether or not seeking another job.

Employed, but Received Notice of Termination of Employment or Military Separation is pending: The participant, at program entry, is a person who, although employed, either (a) has received a notice of termination of employment or the employer has issued a Worker Adjustment and Retraining Notification (WARN) or other notice that the facility or enterprise will close, or (b) is a transitioning service member (i.e., within 12 months of separation or 24 months of retirement).

Not in the labor force: The participant, at program entry, is not in the labor force (i.e., those who are not employed and are not actively looking for work, including those who are incarcerated).

Unemployed: The participant, at program entry, is not employed but is seeking employment, makes specific effort to find a job, and is available for work.

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Staff:

NRS Table 7: Adult Education Personnel by Function and Job Status

Select Reporting

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Agency:

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System:

Function (A)	Adult Education Personnel		Unpaid Volunteers (D)
	Total Number of Part-time Personnel (B)	Total Number of Full-time Personnel (C)	
State-level Administrative / Supervisory / Ancillary Services	0	0	0
Local-level Administrative / Supervisory / Ancillary Services	7	87	4
Local Counselors	2	8	0
Local Paraprofessionals	5	11	166
Local Teachers	54	83	207
Teachers' Years of Experience in Adult Education			
Less than one year	18	18	
One to three years	12	24	
More than three years	24	41	
Teacher Certificate			
No certification	54	76	
Adult Education Certificate	0	2	
K-12 Certification	0	2	
Special Education Certification	0	0	
TESOL Certification	0	3	

NRS Table 8: Outcomes for Participants in Family Literacy Programs (Optional)

Select Reporting

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Agency:

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System:

First Period of Participation				All Periods of Participation		
Primary Indicators of Performance	Number of Participants Included in the Indicator	Number of Participants Achieving Outcome or Median Earnings Value	Percentage of Participants Achieving Outcome	Total Periods of Participation	Total Number of Periods of Participation in which Participants Achieved Outcome or Median Earnings Value for All Periods of Participation	Percentage of Participants in All Periods of Participation Achieving Outcome
(A)	(B)	(C)	(D)	(E)	(F)	(G)
Measurable Skill Gain	41	30	73.2	41	30	73.2
Employment Second Quarter after exit*	2	1	50	2	1	50
Employment Fourth Quarter after exit*	9	2	22.2	10	2	20
Median Earnings Second Quarter after exit**	1	2990		1	2990	
Attained a Secondary School Diploma/Recognized Equivalent and Enrolled in Postsecondary Education or Training within one year of exit ***	1	0	0	1	0	0
Attained a Secondary School Diploma/Recognized Equivalent and Employed within one year of exit ***	1	0	0	1	0	0
Attained a Postsecondary Credential while enrolled or within one year of exit ****	0	0	0	0	0	0
Family Literacy Follow-up Outcome Measures	Number of Participants who Exited	Number of Participants who Exited Achieving Outcome	Percent Achieving Outcome			
Increased Involvement in Children's Education	1	0	0			
Helped more frequently with school	7	5	71.4			
Increased contact with children's teachers		2				
More involved in children's school activities		4				
Increased Involvement in Children's Literacy Activities		1				
Reading to children	5	2	40			
Visiting library		2				
Purchasing books or magazines		4				

Left Public Assistance		1	
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Instructions for Completing Table 8

Include only family literacy program participants in Table 8.

Note: All shaded columns will be calculated automatically by OCTAE's data system.

For reporting measurable skill gains:

Enter in column B the total number of Family Literacy program participants enrolled during the reporting period. Enter in column C the number of participants who achieved one or more educational functioning level gains or attained a secondary school diploma. Enter only one of these achievements, if attained, per participant in column C.

For reporting the exit-based Primary Indicators of Performance:

Follow instructions for completing Table 5 to report these outcomes.

For reporting family literacy outcome measures:

Report in Column B the total number of participants who exited during the program year. Do not exclude participants because of missing Social Security numbers or other missing data.

Achievement of one or more of the increased involvement in children's education or children's literacy activities measures should be counted only once per participant. However, the specific outcome should be recorded in the subcategory and more than one outcome may be reported, so that the total for the three subcategories may be greater than the total reported for the overall category. For example, a participant who helped more frequently with schoolwork and increased contact with child's teachers would be recorded in both categories but would be counted only once in the overall category of "increased involvement in children's education."

NRS Table 9

Select Reporting System:

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Agency: ~OSSE - Adult & Family Education

Outcome Achievement for Participants in Integrated English Literacy and Civics Education

First Period of Participation				All Periods of Participation		
Primary Indicators of Performance	Number of Participants Included in the Indicator	Number of Participants Achieving Outcome or Median Earnings Value	Percentage of Participants Achieving Outcome	Total Periods of Participation	Total Number of Periods of Participation in which Participants Achieved Outcome or Median Earnings Value for All Periods of Participation	Percentage of Participants in All Periods of Participation Achieving Outcome
(A)	(B)	(C)	(D)	(E)	(F)	(G)
Measurable Skill Gain	104	57	54.8	104	57	54.8
Employment Second Quarter after exit	12	1	8.3	12	1	8.3
Employment Fourth Quarter after exit	18	2	11.1	19	2	10.5
Median Earnings Second Quarter after exit	1	2990		1	2990	
Attained a Secondary School Diploma/Recognized Equivalent and Enrolled in Postsecondary Education or Training within one year of exit	1	0	0	1	0	0
Attained a Secondary School Diploma/Recognized Equivalent and Employed within one year of exit	1	0	0	1	0	0
Attained a Postsecondary Credential while enrolled or within one year of exit	0	0	0	0	0	0
Civics Education Follow-up Outcome Measures (Optional)	Number of Participants Who Exited	Number of Participants Who Exited Achieving Outcome	Percent Achieving Outcome			
Achieved Citizenship Skills	1	0	0			
Voted or Registered to Vote	0	0	0			
Increased Involvement in Community Activities	0	0	0			

Instructions for Completing Table 9

Include only participants who are counted as Integrated English Literacy and Civics Education program participants.

Note: All shaded columns will be calculated automatically by OCTAE's data system.

For measurable skill gain: Enter in column B the total number of Integrated English Literacy and Civics Education program participants enrolled during the reporting period. Enter in column C the number of participants who achieved one or more educational functioning level gains or attained a secondary school diploma or recognized equivalent. Enter only one of these achievements, if attained, per participant in column C.

For reporting the exit-based Primary Indicators of Performance:

Follow instructions for completing Table 5 to report these outcomes.

For reporting civics education outcome measures:

Report in Column B the total number of participants who exited during the program year. Do not exclude participants because of missing Social Security numbers or other missing data.

Achievement of one or more of the civics education outcome measures should be counted only once per participant.

Table 10: Outcome Achievement for Participants in Correctional Education Programs

Select Reporting

NRS FY 18-19

Agency:

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System:

First Period of Participation				All Periods of Participation		
Primary Indicators of Performance	Number of Participants Included in the Indicator	Number of Participants Achieving Outcome or Median Earnings Value	Percentage of Participants Achieving Outcome	Total Periods of Participation	Total Number of Periods of Participation in which Participants Achieved Outcome or Median Earnings Value for All Periods of Participation	Percentage of Participants in All Periods of Participation Achieving Outcome
(A)	(B)	(C)	(D)	(E)	(F)	(G)
Measurable Skill Gain	76	31	40.8	76	31	40.8
Employment Second Quarter after exit	0	0	0	0	0	0
Employment Fourth Quarter after exit	0	0	0	0	0	0
Median Earnings Second Quarter after exit	0	0		0	0	
Attained a Secondary School Diploma/Recognized Equivalent and Enrolled in Postsecondary Education or Training within one year of exit	0	0	0	0	0	0
Attained a Secondary School Diploma/Recognized Equivalent and Employed within one year of exit	0	0	0	0	0	0
Attained a Postsecondary Credential while enrolled or within one year of exit	0	0	0	0	0	0

Instructions for Completing Table 10

Include only correctional education participants under Sec. 225 of WIOA.

Note: All shaded columns will be calculated automatically by OCTAE's data system.

For measurable skill gain: Enter in column B the total number of correctional education program participants enrolled during the reporting period. This indicator includes both released and non-released participants. Enter in column C the number of participants who achieved one or more educational functioning level gains or attained a secondary school diploma. Enter only one of these achievements, if attained, per participant in column C.

For reporting the Primary Indicators of Performance:

Enter in column B the total number of correctional education program participants enrolled during the reporting period who were no longer incarcerated at program exit. Enter in column C the number of participants who were no longer incarcerated at program exit who achieved success in the designated indicator.

Follow instructions for completing Table 5 to report these outcomes.

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NRS Table 11Select Reporting
System:

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Agency: ~OSSE - Adult & Family Education

Outcome Achievement for Participants in Integrated Education and Training Programs

Enter the number of all participants in Integrated Education and Training programs for each of the categories listed.

Primary Indicators of Performance (A)	Number of Participants Included in the Indicator (B)	Number of Participants Achieving Outcome or Median Earnings Value (C)	Percentage of Participants Achieving Outcome (D)	Total Periods of Participation (E)	Total Number of Periods of Participation in which Participants Achieved Outcome or Median Earnings Value for All Periods of Participation (F)	Percentage of Participants in All Periods of Participation Achieving Outcome (G)
MSG via Achievement of at Least One Educational Functioning Level Gain	1054	513	48.7	1071	515	48.1
MSG via Attainment of Secondary School Diploma/ Recognized Equivalent	1054	29	2.8	1071	31	2.9
MSG via Secondary or Postsecondary Transcript	1054	100	9.5	1071	100	9.3
MSG via Progress Toward Milestones	1054	122	11.6	1071	122	11.4
MSG via Passing Technical/ Occupational Skills Exam	1054	355	33.7	1071	357	33.3
Employment Second Quarter after exit	52	7	13.5	55	7	12.7
Employment Fourth Quarter after exit	31	6	19.4	33	6	18.2
Median Earnings Second Quarter after exit	7	7800		7	7800	

Primary Indicators of Performance (A)	Number of Participants Included in the Indicator (B)	Number of Participants Achieving Outcome or Median Earnings Value (C)	Percentage of Participants Achieving Outcome (D)	Total Periods of Participation (E)	Total Number of Periods of Participation in which Participants Achieved Outcome or Median Earnings Value for All Periods of Participation (F)	Percentage of Participants in All Periods of Participation Achieving Outcome (G)
Attained a Secondary School Diploma/Recognized Equivalent and Enrolled in Postsecondary Education or Training within one year of exit	7	0	0	7	0	0
Attained a Secondary School Diploma/Recognized Equivalent and Employed within one year of exit	7	0	0	7	0	0
Attained a Postsecondary Credential while enrolled or within one year of exit	11	3	27.3	11	3	27.3

Instructions for Completing Table 11

Include only IET program participants but exclude participants who exited due to the exclusions listed in OCTAE Memorandum 17-2 Attachment 2, Table A. Also exclude from all indicators, except EFL gains, incarcerated individuals under WIOA section 225 who exited the AEFLA program but are still incarcerated. All shaded columns will be calculated automatically by OCTAE's data system.

Report any of the following MSG outcomes for each IET participant. Reporting multiple MSG outcomes per participant is permitted.

For reporting MSG via Achievement of at Least One Educational Functioning Level Gain: Enter in column B the total number of Integrated Education and Training program participants enrolled during the reporting period. Enter in column C the number of participants who completed one or more Educational Functioning Level (EFL) gains as measured in one of three ways: 1) an EFL gain may be measured by comparing a participant's initial EFL as measured by a pre-test with the participant's EFL as measured by a participant's post-test; or 2) for States that offer high school programs that lead to a secondary school diploma or its recognized equivalent, an EFL gain may be measured through the awarding of credits or Carnegie units; or 3) States may report an EFL gain for participants who exit the program and enroll in postsecondary education or training during the program year.

For reporting MSG via Attainment of Secondary School Diploma/Recognized Equivalent: Enter in column B the total number of Integrated Education and Training program participants enrolled during the reporting period. Enter in column C the number of participants who attained a secondary school diploma or its recognized equivalent.

For reporting MSG via Secondary or Postsecondary Transcript: Enter in column B the total number of Integrated Education and Training program participants enrolled during the reporting period. Enter in column C the number of participants who demonstrated progress through a secondary or postsecondary transcript or report card for a sufficient number of credit hours that shows a participant is meeting the State unit's academic standards.

For reporting MSG via Progress Toward Milestones: Enter in column B the total number of Integrated Education and Training program participants enrolled during the reporting period. Enter in column C the number of participants who demonstrated satisfactory or better progress report, towards established milestones, such as completion of on-the-job training (OJT) or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training.

For reporting MSG via Passing Technical/Occupational Skills Exams: Enter in column B the total number of Integrated Education and Training program participants enrolled during the reporting period. Enter in column C the number of participants who successfully passed an exam that is required for a particular occupation or attained progress in technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.

NRS Table 12 (beginning Program Year 2010-11): Work-based Project Learners by Age, Ethnicity, and Sex (Optional)

Select Reporting

NRS FY 18-19

Agency:

~OSSE - Adult & Family Education

System:

Age Group (A)	American Indian or Alaska Native		Asian		Black or African-American		Hispanic/Latino		Native Hawaiian or Other Pacific Islander		White		Two or More Races	
	M (B)	F (C)	M (D)	F (E)	M (F)	F (G)	M (H)	F (I)	M (J)	F (K)	M (L)	F (M)	M (N)	F (O)
16-18	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19-24	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25-44	0	0	0	0	0	0	0	0	0	0	0	0	0	0
45-59	0	0	0	0	0	0	0	0	0	0	0	0	0	0
60 and Older	0	0	0	0	0	0	0	0	0	0	0	0	0	0

NRS Table 14: Local Grantees by Funding Source

Select Reporting

Agency:

~OSSE - Adult & Family Education

System:

Enter the number of each type of grantee (see attached definitions) directly funded by the State and the amount of Federal and State funding they receive.

Provider Agency * (A)	Total Number of Providers (B)	Total Number of IELCE Providers (C)	Total Number of Sub- Recipients (D)	WIOA Funding		State Funding	
				Total (E)	% of Total (F)	Total (G)	% of Total (H)
Local Educational Agencies							
Public or Private Nonprofit Agency							
Community-based Organizations							
Faith-based Organizations							
Libraries							
Institutions of Higher Education							
Community, Junior or Technical Colleges							
Four-year Colleges or Universities							
Other Institutions							
Other Agencies							
Correctional Institutions							
Other Institutions (non-correctional)							
All Other Agencies							
Other							
Fillable field							
Total							

Instructions for Completing Table 14

Note: All shaded columns will be calculated automatically by OCTAE's data system.

- In Column (B), report the number of all providers receiving a grant award or contract for instructional services from the eligible agency.
- In Column (C), report the total number of Integrated English Literacy and Civics Education (IELCE) providers receiving a grant award or contract for instructional services.
- In Column (D), report the total number of each entity receiving funds as a sub-recipient. (Entities receiving funds from a grantee as part of a consortium are to be reported in column (D).)
- In Column (F), the percentage is calculated using the following formula: Cell value in Column (E) / Total of Column (E)
- In Column (G), report the total amount of State funds contributed. This amount need not necessarily equal the non-Federal expenditure report on the Federal Financial Report.
- In Column (H), the percentage is calculated using the following formula: Cell value in Column (G) / Total of Column (G)

*** Provider Agency Descriptions for Table 14**

Local Educational Agencies are public boards of education or other public authorities legally constituted within a State for either administrative control or direction of, or to perform a service function for, public elementary schools or secondary schools in a city, county, township, school district, or other political subdivision of a State.

Community-based Organizations (CBOs) are private nonprofit organizations of demonstrated effectiveness that are representative of a community or significant

segment of a community.

Faith-based Organizations (FBO) are non-profit organizations associated with a faith community or multiple faith ministries.

Libraries are public state and community funded institutions that offer education and community services in addition to providing access to print, audio-visual and technology resources.

Community, Junior or Technical Colleges are public institutions of higher education that offer associate's degree and certificate programs but, with few exceptions, award no baccalaureate degrees.

Four Year Colleges or Universities are public or private non-profit institutions of higher education that primarily offer baccalaureate degree programs.

Other Institution of Higher Education is a public or private non-profit institution that is not a community, junior, or technical college or a four-year college or university.

Correctional Institutions are prisons, jails, reformatories, work farms, detention centers, or halfway houses, community-based rehabilitation centers, or any other similar institutions designed for the confinement or rehabilitation of criminal offenders.

Other Institutions (Non-Correctional) are any medical or special institutions not designed for criminal offenders.

All Other Agencies include other public (Federal, State, local) agencies not listed in the categories above (e.g. Public Housing Authority).

Other **categories of grantees (e.g. nonprofit institution not described above, partnership between an employer and any entity above, etc.)**.

Student:

Statewide and Local Performance Report - Services

Select Reporting System:

NRS FY 18-19 ▼

Measure	Participants Served	Participants Exited
Career Services	1071	566
Training Services	1071	565

Student:

Statewide and Local Performance Report - By Participant Characteristics

Select Reporting System:

NRS FY 18-19 ▼

		Total Participants Served	Total Participants Exited	Employment Rate (Q2) ²		Employment Rate (Q4) ²		Median Earnings	Credential Rate ³		Measurable Skill Gains ³	
				Num	Rate	Num	Rate	Earnings	Num	Rate	Num	Rate
Total				163	16.80	117	21.20	7020.00	96	44.20		
Sex	Female			106	17.50	81	23.20	7085.00	64	46.40		
	Male			57	15.60	36	17.70	6890.00	32	40.50		
Age	< 16			0	0.00	0	0.00	0.00	0	0.00		
	16 - 18			5	13.50	0	0.00	6890.00	0	0.00		
	19 - 24			41	18.50	31	28.70	5200.00	23	38.30		
	25 - 44			92	18.30	70	23.50	7280.00	60	50.40		
	45 - 54			13	11.20	9	11.80	8450.00	7	38.90		
	55 - 59			6	13.60	4	11.80	7215.00	5	50.00		
	60+			6	12.50	3	9.40	6311.50	1	14.30		
Ethnicity / Race	American Indian / Alaska Native			0	0.00	0	0.00	0.00	0	0.00		
	Asian			2	3.60	2	6.50	900.50	1	100.00		
	Black / African American			126	20.40	95	26.50	7280.00	83	44.60		
	Hispanic / Latino			34	14.20	17	13.40	5967.00	10	41.70		
	Native Hawaiian / Pacific Islander			0	0.00	0	0.00	0.00	0	0.00		
	White			1	1.80	3	9.10	5850.00	2	40.00		
	More Than One Race			0	0.00	0	0.00	0.00	0	0.00		

Student:

Statewide and Local Performance Report - By Participant Characteristics

Select Reporting System:

NRS FY 18-19 ▼

		Total Participants Served	Total Participants Exited	Employment Rate (Q2) ²		Employment Rate (Q4) ²		Median Earnings	Credential Rate ³		Measurable Skill Gains ³	
				Num	Rate	Num	Rate	Earnings	Num	Rate	Num	Rate
Total		1071	566								533	49.80
Sex	Female	586	313								304	51.90
	Male	485	253								229	47.20
Age	< 16	0	0								0	0.00
	16 - 18	108	60								57	52.80
	19 - 24	288	139								148	51.40
	25 - 44	449	237								212	47.20
	45 - 54	141	83								76	53.90
	55 - 59	45	26								21	46.70
	60+	40	21								19	47.50
Ethnicity / Race	American Indian / Alaska Native	1	1								1	100.00
	Asian	17	12								6	35.30
	Black / African American	864	452								424	49.10
	Hispanic / Latino	165	85								89	53.90
	Native Hawaiian / Pacific Islander	1	1								1	100.00
	White	19	11								11	57.90
	More Than One Race	4	4								1	25.00

²This indicator also includes those who entered into a training or education program for the Youth program.

³Credential Rate and Measurable Skill Gains do not apply to the Wagner-Peyser program.

Public Burden Statement (1205-ONEW)

Persons are not required to respond to this collection of information unless it displays a currently valid OMB control number. Respondent's reply to these reporting requirements is mandatory (Workforce Innovation and Opportunity Act, Section 116). Public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate to the Office of Policy Development and Research - U.S. Department of Labor - Room N-5641 - 200 Constitution Ave., NW, - Washington, DC - 20210. Do NOT send the completed application to this address.

Student:

Statewide and Local Performance Report - By Employment Barrier

Select Reporting System:

NRS FY 18-19 ▼

BY EMPLOYMENT BARRIER ⁴											
	Total Participants Served	Total Participants Exited	Employment Rate (Q2) ²		Employment Rate (Q4) ²		Median Earnings	Credential Rate ³		Measurable Skill Gains ³	
			Num	Rate	Num	Rate	Earnings	Num	Rate	Num	Rate
Total	1071	566	7	10.40	9	14.50	7800.00	3	18.80	533	49.80
Displaced Homemakers	0	0	0	0.00	0	0.00	0.00	0	0.00	0	0.00
English Language Learners, Low Levels of Literacy, Cultural Barriers	1071	566	7	10.40	9	14.50	7800.00	3	18.80	533	49.80
Exhausting TANF within 2 years (Part A Title IV of the Social Security Act)	3	1	0	0.00	0	0.00	0.00	0	0.00	2	66.70
Ex-offenders	103	45	0	0.00	0	0.00	0.00	0	0.00	46	44.70
Homeless Individuals / Runaway Youth	107	51	1	16.70	0	0.00	3250.00	1	50.00	50	46.70
Long-term Unemployed (27 or more consecutive weeks)	120	54	0	0.00	0	0.00	0.00	0	0.00	63	52.50
Low-Income Individuals	617	316	3	9.40	4	20.00	4875.00	2	28.60	335	54.30
Migrant and Seasonal Farmworkers	1	1	0	0.00	0	0.00	0.00	0	0.00	0	0.00
Individuals with Disabilities (incl. youth)	19	9	0	0.00	0	0.00	0.00	0	0.00	8	42.10
Single Parents (Incl. single pregnant women)	105	58	1	8.30	1	10.00	7800.00	0	0.00	45	42.90

BY EMPLOYMENT BARRIER⁴

	Total Participants Served	Total Participants Exited	Employment Rate (Q2) ²		Employment Rate (Q4) ²		Median Earnings	Credential Rate ³		Measurable Skill Gains ³	
			Num	Rate	Num	Rate	Earnings	Num	Rate	Num	Rate
Youth in foster care or aged out of system	1	1	0	0.00	0	0.00	0.00	0	0.00	1	100.00

¹Applies to Title I only.

²This indicator also includes those who entered into a training or education program for the Youth program.

³Credential Rate and Measurable Skill Gains do not apply to the Wagner-Peyser program.

⁴Barriers to Employment are determined at the point of entry into the program.

Public Burden Statement (1205-0NEW)

Persons are not required to respond to this collection of information unless it displays a currently valid OMB control number. Respondent's reply to these reporting requirements is mandatory (Workforce Innovation and Opportunity Act, Section 116). Public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate to the Office of Policy Development and Research - U.S. Department of Labor - Room N-5641 - 200 Constitution Ave., NW, - Washington, DC - 20210. Do NOT send the completed application to this address.

Student:

Statewide and Local Performance Report - Measurable Skill Gains

Select Reporting System:

NRS FY 18-19 ▼

MEASURABLE SKILL GAINS¹

Skill Gain Type	Total Skill Gains (Numerator)
Achievement of at least one educational functioning level of a participant who is receiving educational instruction below the postsecondary level	508
Attainment of a secondary school diploma or its equivalent	25
Total	533

¹ For performance accountability purposes, the measurable skill gains indicator calculates the number of participants who attain at least one type of gain. However, this report is designed to examine the number of total gains within each type of gain.

AJC Leadership Meeting

Thursday, March 21, 2019



Agenda

- I. Welcome & Introductions
- II. Update of Scope of Services & Operations
- III. Partner MOU Updates
- IV. Next Steps



AGENDA

- I. Welcome/Introductions **Ahna Smith**, Executive Director, WIC

OSO Director Sheree Finley

- II. Update of Scope of Services & Operations for the One-Stop Operator the remainder of Fiscal Year for 2019 **Sheree Finley**, Director, OSO
 - o One Stop Operator Project Plan

 - o AJC Partner Roles & Responsibilities Matrix Director

 - o Data Management & Tracking

 - o Convene Partners

- III. Partner MOU Updates **Ahna Smith**, Executive Director, WIC

AJC Campaign Updates **Sheree Finley**, Director, OSO
 - o System Partner Promotional Videos

 - o Toolkits

- IV. Next Steps **Diane Pabich**, Deputy Director, WIC & **Sheree Finley**, Director

I. Welcome & Introductions

Ahnna Smith, Executive Director
Workforce Investment Council



II. Update of Scope of Services & Operations for the remainder of Fiscal Year 2019

Sheree Finley, Director
One Stop Operator



One Stop Operator Project Plan



ONE STOP OPERATOR DRAFT PROJECT PLAN
February 1, 2019 through September 30, 2019

ACTIVITIES	STRATEGIES	TIMELINE	ON SCHEDULE? Y/N	STATUS
Goal 1: Increase Traffic in the American Job Centers: Increase the number of unique individuals who visit the American Job Centers & Expand Access				
Public awareness and Outreach Campaign	<ul style="list-style-type: none"> ▪ Bus Ads Campaign ▪ Social Media Campaign (FB & Twitter) ▪ Video Testimonials ▪ Video scripts for partners (approved) ▪ AJC Toolkit (APG)(One Pager) ▪ Outreach Kit (Toolkit for OSO, Workforce Specialists, Supervisors & Program Managers to engage community 	<ul style="list-style-type: none"> ▪ 12/10/19 -1/10/19 ▪ 2/22-2/25/2019 ▪ Conference call for videos 3/7/19 w/partners ▪ Toolkits distributed to all AJCs ▪ User Guide created for APG <p><i>*Ongoing until campaigns have run through to completion (September 2019)</i></p>	<p align="center">Y</p>	Implemented in progress and / or completed: <ul style="list-style-type: none"> ▪ Bus Advertising developed and created; promotion has ended* ▪ Social Media campaign approved & submitted; advertising date to begin 2/25 ▪ Videos complete w/edits ▪ Video scripts for partners completed ▪ AJC Toolkit completed ▪ Tours to all AJCs and partner agencies to promote and distribute the AJC Toolkit ▪ APG one pager draft -completed ▪ Working on APG edits
Community Outreach and Engagement	<ul style="list-style-type: none"> ▪ Conduct targeted outreach at community events to provide presence ▪ Host Open House for DC residents, ANC's, CBO's, Churches ▪ Host Business Roundtables Bi-Annually ▪ Host a Career Summit ▪ Develop a list of CBO's to contact & schedule appointments 	<p>Community outreach and engagement are ongoing to support alignment of workforce investment, education, and economic development systems that will support a comprehensive, accessible workforce development system.</p>	<p align="center">Y</p>	Implemented in progress: <ul style="list-style-type: none"> ▪ Targeted partner outreach is ongoing ▪ OSO attended Job Corps Open House 2/1 which included a tour of the campus ▪ Visit and introductions of the OSO team to YouthBuild
Targeted Outreach to Special Populations	<ul style="list-style-type: none"> ▪ Attend community partner events with Office of Latino Affairs, Asian Affairs, Disengaged Youth, Veterans Affairs, Office of LGBTQ 	<p>Engagement will be ongoing to collaborate and share the benefits of all partner programs and services</p>	<p align="center">Y</p>	Implemented in progress: <ul style="list-style-type: none"> ▪ Conducting research and contacting agency partners to identify relevant upcoming events to attend



ONE STOP OPERATOR DRAFT PROJECT PLAN
February 1, 2019 through September 30, 2019

ACTIVITIES	STRATEGIES	TIMELINE	ON SCHEDULE? Y/N	STATUS
Participate in Community & Networking Events	<ul style="list-style-type: none"> ▪ Connect with Chambers of Commerce, Economic Development and CBO's to obtain calendar of networking and community events of each organization ▪ Create an outreach calendar ▪ Attend where determined appropriate 	Engagement will be ongoing to collaborate and share the benefits of all partner programs and services	Y	Implemented in progress: <ul style="list-style-type: none"> ▪ Kickoff relaunch during AJC Partner meeting 2/12 guest speaker Ms. Barnes, Business Services Manager shared information on business service activities ▪ OSO will enter events on the DC Workforce Events Calendar (Google Calendar) of current AJC partner events
Expand Partnership with CBOs	<ul style="list-style-type: none"> ▪ Create an outreach calendar ▪ Develop Newsletter (Information Sharing Tool) ▪ Create Email Listing of Partners & Community Based Organizations for Distribution ▪ Community Outreach Plan ▪ 3-5 Partner visits per month 	Engagement will be ongoing to collaborate and share the benefits of all partner programs and services	Y	Implementation in progress: <ul style="list-style-type: none"> ▪ Newsletter templates created ▪ Draft newsletter to partners in progress ▪ Content discussions and input to include program partners ▪ Tentative date for implementation and distribution by April 2019
Goal 2: Increase coordination and alignment between partners: <ul style="list-style-type: none"> ▪ Agency Director Level (WIC) ▪ Frontline Staff Level (OSO) ▪ Convening of Partners (OSO) 				
OSO Tour and Discussions: Who is the One Stop Operator? What is the One Stop Operator's role and responsibilities?	<ul style="list-style-type: none"> ▪ Continue discussions at all levels to include executive leadership ▪ Frontline staff, mid management regarding system alignment and purpose of the OSO ▪ Visit all partner sites /meet with POCs & Staff ▪ DOES visits scheduled 	Engagement to support the alignment and coordination of workforce investment, education, and economic development systems to support a comprehensive, accessible workforce development system.	Y	Implemented and or in progress: <ul style="list-style-type: none"> ▪ OSO Director completed the following: tour AJC headquarters 2/21 ▪ Attended AJC Operations Managers Meeting 2/26 ▪ Once per month OSO team will attend an AJC team meeting at each center



ONE STOP OPERATOR DRAFT PROJECT PLAN
February 1, 2019 through September 30, 2019

ACTIVITIES	STRATEGIES	TIMELINE	ON SCHEDULE? Y/N	STATUS
Goal 3: Provide Training for Frontline Staff				
Performance Training	Understanding WIOA Performance Measures & Connecting to the Day to Day	April 2019	Y	Engaging SMEs (subject matter experts) to support and deliver technical assistance and training
Technical Customer Service Training	<ul style="list-style-type: none"> ▪ Training AJC staff on "technical" customer service, to include: <ul style="list-style-type: none"> -Establishing rapport with customer for results -Coaching for Success -Making the Best Out of Your 1/1 -30 Minutes or Less (less is more in the case management 1/1) 	May 2019	Y	Engaging SMEs (subject matter experts) to support and deliver technical assistance and training
Serving Returning Citizens	<ul style="list-style-type: none"> ▪ Provide specialized training to all One Stop Staff and program partners to include greeters 	TBD		Engaging SMEs (subject matter experts) to support and deliver technical assistance and training
System Alignment-Common Language	How to Assess & Counsel in a Uniform Way; Creating Common Language Across Partner Staff <ul style="list-style-type: none"> ▪ WIOA resource guide with common terminology ▪ Defining "Intake" & "Assessment" to ensure consistency under WIOA ▪ Defining "Customer Contact" 	April 2019	Y	Engaging SMEs (subject matter experts) to support and deliver technical assistance and training
ADA Compliance	Effectively Serving Customers with Disabilities	In progress (TBD)	Y	Engaging SMEs (subject matter experts) to support and deliver technical assistance and training
ADA Compliance	Using Assistive Technology & Other Accommodations for Customers with Disabilities	In progress (TBD)	Y	Engaging SMEs (subject matter experts) to support and deliver technical assistance and training
Language Access	Appropriately Using the Language Access Line & Communicating with Customers with Language Barriers	In progress (TBD)	Y	Engaging SMEs (subject matter experts) to support and deliver technical assistance and training



ONE STOP OPERATOR DRAFT PROJECT PLAN
February 1, 2019 through September 30, 2019

ACTIVITIES	STRATEGIES	TIMELINE	ON SCHEDULE? Y/N	STATUS
Goal 4: Data Analysis (All Partners) Report on Performance & Usage Of the AJC				
Track AJC "Foot Traffic" Services & Program Enrollments	Use systems of record to obtain information on "foot traffic", services, activities and case management reporting	March 21, 2019	Y	<ul style="list-style-type: none"> Request submitted to DOES team regarding agreed upon data to be provided by data team
Goal 5: Complete MOU's & Monitor MOU Agreements				
Review previous MOUs	<ul style="list-style-type: none"> Create timeline for renewal of MOUs Introduce roles and responsibilities MOU matrix Coordinate and convene AJC MOU meeting 	Project plan, convening of AJC partners and timeline in progress	Y	Implementation: Convene first tentative meeting in May 2019 Anticipated completion date before or on 9/30/2019



AJC Partner Roles & Responsibilities Matrix



DRAFT - WORKFORCE SYSTEM MOU PARTNERSHIP

Supplementing the roles and responsibilities outlined in the MOU, this table provides a summary of key WIOA requirements and which entity within the District of Columbia is responsible for the required activities.

Roles and Responsibility Matrix

Function	WORKFORCE SYSTEM MOU PARTNERSHIP Roles and Responsibility			
	WIC	DOES	Required Partners	One Stop Operator
Develop and manage the Memorandum of Understanding (MOU) among required and additional WIOA system partners. <i>(DOES and all WIOA system partners sign and follow the MOU)</i>	X	X <i>(May contribute to Plan content, not responsible party)</i>	X <i>(May contribute to Plan content, not responsible party)</i>	X
Designate an entity to serve as a local grant subrecipient for such funds or as a local fiscal agent.		X		
Identify methods for funding local One-Stop system infrastructure (led by WIC, includes all Partners)	X			
Monitor MOU agreements and infrastructure costs (need to be revisited)	X			X
Develop a State Workplace Plan and coordinate its implementation across the workforce development system partners	X			
Conduct workforce research and regional labor market analysis	X			
Convene, broker, and leverage local providers, stakeholders and resources	X			
Lead employer engagement to promote business representation, develop linkages, implement effective sector strategies, and ensure workforce investments support the needs of employers	X			
Lead efforts to develop and implement career pathways	X			
Identify and promote proven and promising practices	X			
Maximize the use of technology in the provision of services to job seekers and employers	X			



DRAFT - WORKFORCE SYSTEM MOU PARTNERSHIP

Supplementing the roles and responsibilities outlined in the MOU, this table provides a summary of key WIOA requirements and which entity within the District of Columbia is responsible for the required activities.

Roles and Responsibility Matrix

Function	WORKFORCE SYSTEM MOU PARTNERSHIP Roles and Responsibility			
	WIC	DOES	Required Partners	One Stop Operator
Conduct program oversight to ensure appropriate use, management and investment of work resources	X			
Negotiate local performance measures	X	X		
Select operators and providers	X			
Identify eligible providers of training and career services	X			X
Coordinate the delivery of core WIOA programs through the one-stop service delivery system	X			X
Manage the Infrastructure Funding Agreement, a part of the Agreement on Resource Sharing, as well as collecting and disbursing shared resources outlined within the Agreement	X	X		
Continuous partnership building	X	X	X	X
Participate in continuous improvement activities	X	X	X	X
Making available to customers, through the AJCs, the services that are applicable to partner's programs		X	X	
Participating in the operation of the AJC system, consistent with the terms of the MOU, the Unified State Plan, and requirements of applicable law		X	X	X
Participating in staff capacity-building and development, including but not limited to cross-training between partner staff		X	X	X
Developing, offering and delivering quality business services that assist targeted industry sectors in overcoming the challenge of recruiting, retaining and developing talent for the regional economy.		X	X	
Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service	X	X	X	X
Ensure that general information regarding AJC programs, services, activities, and resources shall be made available to all customers as appropriate	X	X	X	X



DRAFT - WORKFORCE SYSTEM MOU PARTNERSHIP

Supplementing the roles and responsibilities outlined in the MOU, this table provides a summary of key WIOA requirements and which entity within the District of Columbia is responsible for the required activities.

Roles and Responsibility Matrix

Function	WORKFORCE SYSTEM MOU PARTNERSHIP Roles and Responsibility			
	WIC	DOES	Required Partners	One Stop Operator
Describe how customer referrals are made electronically through traditional correspondence, verbally, or through another means determined in cooperation with partners and operators		X	X	X
Each AJC partner will provide a direct line of access to other AJC partner staff that can be meaningful information or service, through the use of co-location, DC Data Vault, cross training of AJ staff, or real-time technology (two-way communication and interaction among the AJC partners that results in services needed by the customer		X	X	X
Strive to share referral information among the AJCs and each individual partner under a process to be defined by the One-Stop Operator	X	X	X	X
Support applicable career services and AJC infrastructure coast with a portion of funds		X	X	X
Comply with provisions of WIOA, Wagner-Peyser Act, Rehabilitation Act of 1973, Adult Education and Family Leave Act, and other applicable requirements to assure that customer information be shared solely for enrollment, referral, or provision of services	X	X	X	X
Participate in the operation of the AJC network consistent with the terms of MOUs, requirements of authorizing laws and implementing regulations, Federal cost principles, and all other applicable legal requirements;		X	X	X
Use a portion of funds to provide applicable career services and work collaboratively with WIC to establish and maintain the one-stop delivery system		X	X	X
Collect performance information and determine whether work-based training providers meet established criteria	X			X



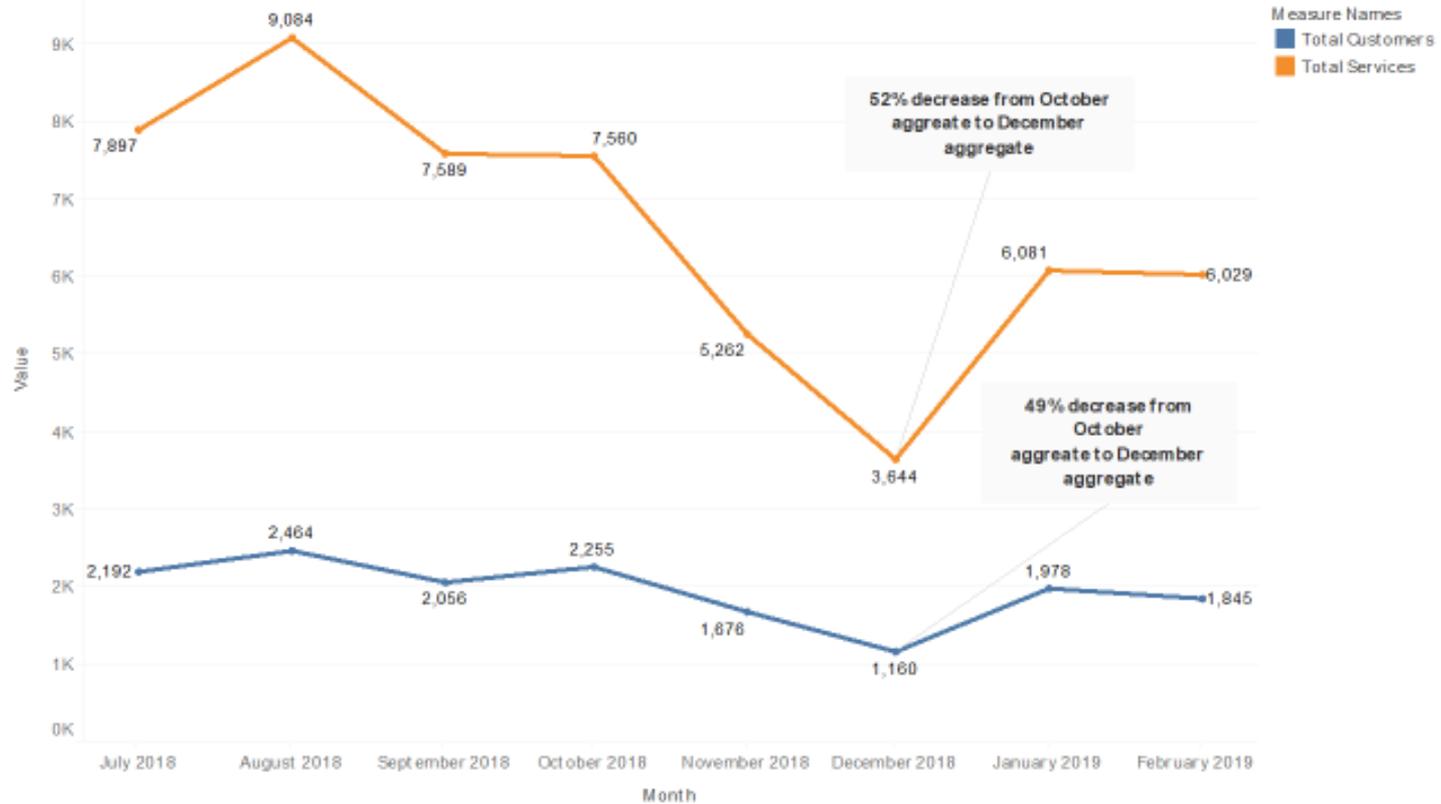
Data Management & Tracking

Sheree Finley, Director
One Stop Operator



DATA (Trends)

All (aggregated)



The trends of Total Customers and Total Services for Month Month. Color shows details about Total Customers and Total Services.



Convene Partners

Sheree Finley, Director
One Stop Operator



Partner & Leadership Convening 2019 Meeting Schedule

- (L) Thursday, March 21, 2019
- (P) Tuesday, March 26, 2019
- Tuesday, April 9, 2019, 10 AM
- Tuesday, May 14, 2019, 10 AM
- (P) Tuesday, June 11, 2019, 10 AM
- (L) Thursday, June 20, 2019 (TBD)
- Tuesday, July 9, 2019, 10 AM
- Tuesday, August 13, 2019, 10 AM
- (P) Tuesday, Sept., 10, 2019 10 AM
- (L) Thursday, Sept., 18, 2019 (TBD)

Sheree Finley

DIRECTOR, ONE STOP OPERATOR



III. PARTNER MOU UPDATE

Ahnna Smith, Executive Director
Workforce Investment Council



AJC Campaign Updates

- System Partner Promotional Videos
 - Toolkits



IV. Next Steps

Diane Pablich, Deputy Director
Workforce Investment Council





Mandatory Partner Leadership Meeting

June 26, 2019

AGENDA

- **Welcome and Introductions**
- **MOU/IFA**
- **IFA Desk Audit**
- **Performance Data**
- **Partner Trainings**
- **Universal Referral Form**
- **Partner Meetings**

Welcome and Introductions

Sheree Finley, Director, One Stop Operator

Opening Remarks

Ahnna Smith, Executive Director, WIC

WIOA Memorandum of Understanding/IFA

Natalie Mayers, Agency Fiscal Officer, Office of the Chief Financial Officer

Taneka Simmons, Financial Manager, Office of the Chief Financial Officer

- Timeliness of submission for reporting changes in (staff hours)
- Invoicing
- Payment

Infrastructure Funding Agreement Desk Audit

Natalie Mayers

Taneka Simmons

- External Reporting to US DOL
 - Comments or Concerns from Organization Leaders
- 

WIOA MOU / IFA Renewal Process Timeline for PY2020

Diane Pabich, Deputy Director, WIC

- Review MOU Renewal Process Timeline

AJC Performance Data

Elijah Bell-Clarke, Data/ Policy Analyst, One Stop Operator

- Updates for May 1, 2019 through May 31, 2019.

Partner Training Series

Sheree Finley, Director, One Stop Operator

- Updates on Training
 - Process
 - Selection
 - Implementation
- Topics to be Covered
- Training Dates

Universal Partner Referral Form

Sheree Finley, One Stop Operator Director



- Review of Finalized Form
- Updates on Referral Process (Next Steps)
- Feedback from Leaders

Partner Meetings

Sheree Finley, One Stop Operator Director

- Meeting Attendance
- AJC Partner Meeting Policy-Draft
- Next Meeting Dates

Closing Questions or Remarks



AMERICAN JOB CENTER PARTNER MEETING

Tuesday, May 14, 2019



AGENDA

I. Welcome and Introductions

II. One-Stop Operator Updates

III. Referral Process Discussion

IV. AJC System Updates

V. WIC Updates

VI. Next AJC Partner Meeting

VII. Close Out





Sheree Finley

Director

Kylie Brock

Partnership Manager

Elijah Bell-Clarke

Data/Policy Analyst



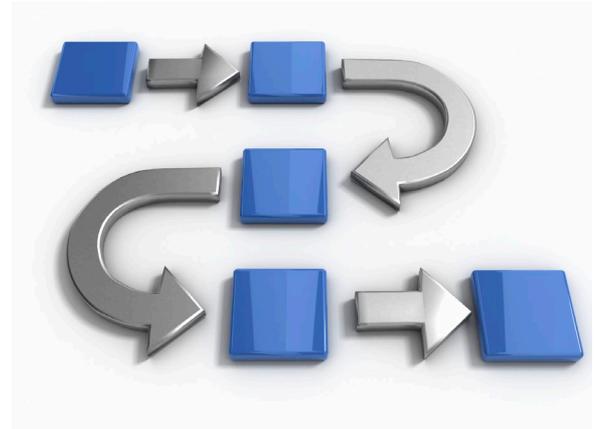
ONE-STOP OPERATOR UPDATES

- **AJC partner promotional videos**
- **Partner meetings**
- **Training for frontline staff**



REFERRAL PROCESS DISCUSSION

- Referral template
- Tracking referrals
- Point person (hard handoffs)



AJC SYSTEM UPDATES

- **AJC updates**
- **Upcoming events**
- **Partner report outs (updates and information on partner services)**



WIC UPDATES

- **DC Data Vault meetings**
- **WIOA State Plan development (2020)**
- **AJC memorandum of understanding (renewal)**



NEXT PARTNER MEETING

TUESDAY, July
9, 2019



CLOSE OUT





Thank You

Sheree Finley

sheree.finley@dc.gov

Kylie Brock

kylie.brock@dc.gov

Elijah Bell-Clarke

elijah.bell-clarke2@dc.gov



American Job Center Mandatory Partner Meeting

July 9, 2019

AGENDA

- Welcome and Introductions
- Icebreaker
- Partner Training
- Universal Partner Referral Form
- Data Updates
- Partner Meetings
- Breakout Groups
- Questions or Concerns

Welcome & Introductions

Ice Breaker

- <https://www.thebalancecareers.com/three-shining-work-moments-ice-breaker-1918421>

Partner Trainings

- Updates on Training
- Topics to be Covered
- Training Dates

Referral Process Updates



- Finalized Form
- Updates on Referral Process (next steps)
- Feedback from Partners

Data Updates

- Overview past few months of data
- Upcoming Data Actions Items

Data Updates

Total unique
customers served
= 23,248

HQ: 733
NE: 659
NW: 498
SE: 222

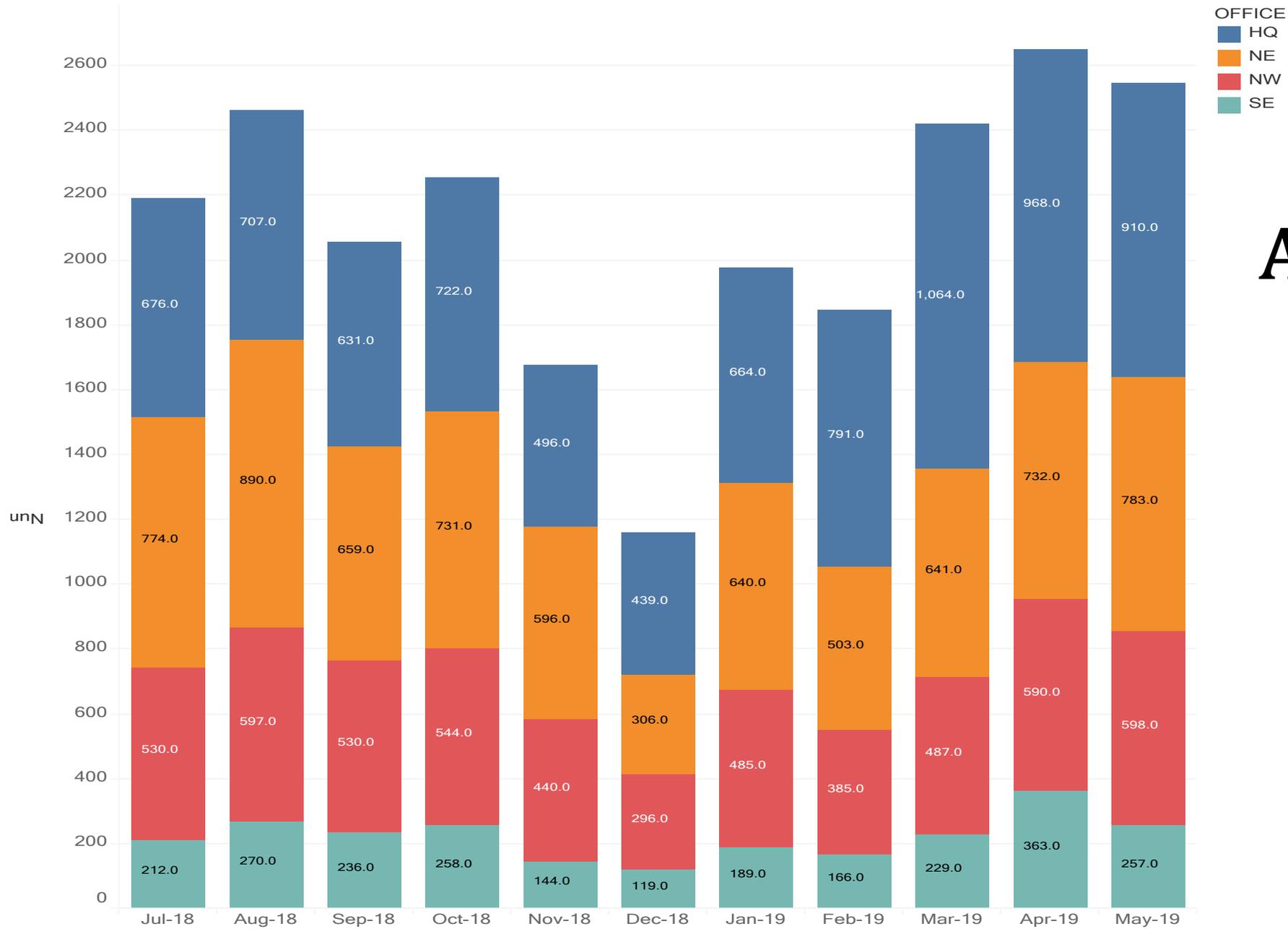
Unique Customers

OFFICE	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19
HQ	676	707	631	722	496	439	664	791	1,064	968	910
NE	774	890	659	731	596	306	640	503	641	732	783
NW	530	597	530	544	440	296	485	385	487	590	598
SE	212	270	236	258	144	119	189	166	229	363	257
Grand Total	2,192	2,464	2,056	2,255	1,676	1,160	1,978	1,845	2,421	2,653	2,548

Data Updates

Next Steps:

- Fact-finding assessment
- Data Vault partnership
- Universal Referral process



Appendix A

Partner Meetings

- Meeting attendance
- Next meeting dates
- Individual Partner Meeting Feedback
- Partner breakout groups

Partner Updates

**Next Partner
Meeting will be held
on August 12, 2019**

Questions, Comments, or Concerns

Thank You

Sheree Finley

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Kylie Brock

Kylie.Brock@dc.gov

Elijah Bell-Clarke

Elijah.Bell-Clarke2@dc.gov



American Job Center Mandatory Partner Meeting

August 27, 2019

AGENDA

- Welcome and Introductions
- Upcoming Projects
- Partner Training
- Data Updates
- Partner Updates
- Questions or Concerns

Welcome & Introductions

Upcoming Projects

.

Partner Trainings

- Total training sessions held:24
 - Session Breakdown
 - Disability Awareness: 4
 - Resume Writing for Professionals: 4
 - Career Coaching and Counseling |Working with Underserved Populations: 4
 - Outreach Strategies: 2
 - Diversity, Equity, and Inclusion: 2
 - WIOA 101: 3
 - Business Services: 2
 - Customer Service: 1
 - Interviewing, Assessing, and Counseling: 2

Partner Trainings

- Training Attendees:
 - Attendee Breakdown
 - DOES:
 - DHS:
 - DDS:
 - OSSE:
 - DCHA:
 - UDC:
 - YouthBuild:
 - JobCorps:
 - Other Community Partners:

Data Updates

- Overview past few months of data
- Upcoming Data Actions Items

Data Updates

Total unique
customers served
= 23, 248

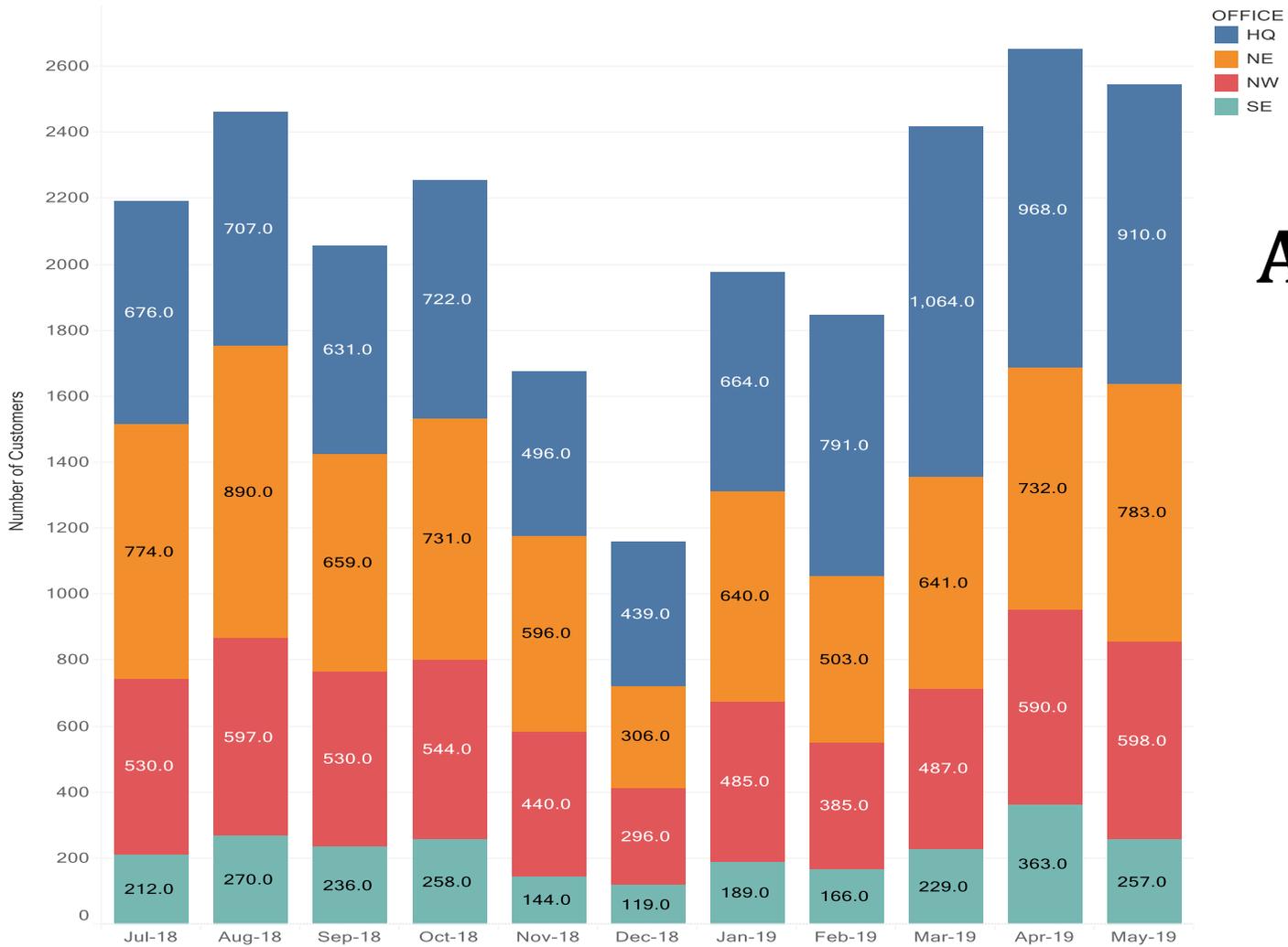
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Grand Total	2,192	2,464	2,056	2,255	1,676	1,160	1,978	1,845	2,421	2,653	2,548

Data Updates

Next Steps:



Appendix A

Partner Updates

**Next Partner
Meeting will be held
on ????**

Questions, Comments, or Concerns

Thank You

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Kylie Brock

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Elijah Bell-Clarke

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D.C. ONE STOP OPERATOR FY19 PROGRESS REPORT

Workforce Investment Council Oversight Hearing

January 2019

Objective

The purpose of this report is to provide an update on the progress made by the DC One-Stop Operator for FY2019 and progress to date for FY20 to the Oversight Committee for the DC Workforce Investment Council (WIC) hearing. This includes a status update on contract deliverables, goals, and recommendations. The report also details challenges and obstacles that have hindered progress and proposed next steps towards completing or executing deliverables and recommendations.

Contract Deliverables & Goals

Coordinating and Assessing Service Delivery: Creating Interconnectedness and Effective Service Delivery

- Developed AJC Project Plan that serves as a “living” document of AJC OSO Activities
- Continued participation in AJC Weekly Staff Meetings (at each location) Once Per Month Since February
- Convened One Stop Operator- *Technical Assistance /Training Needs* meetings with AJC Supervisors
- Improved and effectively coordinated AJC Partner Meetings

The One-Stop Operator implemented several tools during FY2019 that improved the coordination of service delivery at the American Job Centers and strengthened collaboration with partnering agencies. These included site visits to job center locations and partnering agencies, improving and effectively coordinating monthly partner meetings, cross-training for system partners, conducting surveys for partners and American Job Center staff, completing an AJC Toolkit, and finally developing an AJC Project plan that serves and a “living” document of AJC OSO Activities.

During FY19, due to team restructuring mid-year, the One-Stop Operator team prioritized rebuilding relationships with partners in order to have a better understanding of the needs of the system. Monthly meetings were held with partners alternating with in person meetings and conference calls. The meetings served as an opportunity for partner collaboration and information sharing as well as to address any service delivery issues that were being experienced in the centers. Agendas, sign-in sheets, and meeting presentations are included with this report for reference. Throughout the year, the OSO has seen a steady increase in partner participation at these meetings. A draft meeting attendance policy was created and may be used in the next iteration of MOU’s, including meeting provisions that may further increase meeting effectiveness. A copy of this policy is included with this report.

Meeting Schedule in FY 2019

October 9, 2018	Monthly Mandatory Partner
November 13, 2018	Monthly Mandatory Partner
December 2018	No Meeting Held
January 2019	No Meeting Held
February 22, 2019	Monthly Mandatory Partner
March 21, 2019	Quarterly Leadership Meeting
March 26, 2019	Monthly Mandatory Partner
April 23, 2019	Monthly Mandatory Partner
May 14, 2019	Monthly Mandatory Partner
June 18, 2019	Monthly Mandatory Partner
June 26, 2019	Quarterly Leadership Meeting
July 9, 2019	Monthly Mandatory Partner
August 27, 2019	Monthly Mandatory Partner
September 2019	Monthly Mandatory Partner
October 22, 2019	Monthly Mandatory Partner
November 2019	Monthly Mandatory Partner
December 2019	No Meeting Held

In FY20, to better serve our partner's needs, a request was made in October 2019 that bi-monthly 4-hour coordination meetings take the place of monthly one-hour meetings to ensure there was an opportunity to cover all areas of concerns. The first meeting of this type took place November 2019. Another meeting modification that was made, per the request of the partners, includes a tiered meeting system that identifies more senior-level attendance versus meeting with day-to-day operators. This delineation ensures feedback is coming from all levels and that each meeting has the appropriate level staff represented. There is now a quarterly

Executive Leadership meeting, a Mid-Level Leadership meeting, and a Front-line staff meeting. Feedback from the Front-line staff meetings will be fed up to Mid-Level leadership for problem solving and policy changes and all feedback will be discussed at the Quarterly Executive Leadership meeting.

Meeting Tiers		
Tier 1	Executive Level Agency Leadership	Quarterly
Tier 2	Mid-Level Agency Leadership (Deputy Director, Associate Director, Program Manager)	Bi-Monthly
Tier 3	Frontline Level Leadership (Center Managers, Staff Supervisors)	Monthly

The One-Stop Operator also conducted individualized in person meetings with partners and a “Partner Satisfaction” surveys to assess the partner’s satisfaction with their interaction and relationship with the AJC’s and One-Stop Operator. This survey was also conducted with AJC site managers to help the Operator identify areas of improvement within the centers. All feedback was recorded and submitted to the OSO director and shared with the Workforce Investment Council. The individualized meetings also served an opportunity to reaffirm the Operator as a direct line of contact for coordination gaps.

A major component of coordinating service delivery was the creation of a One Stop Operator work plan which was completed in March. The work plan helped acclimate new staff to the contract and provided clarity and direction for the project for the last months of the contract. A copy of the work plan has been included with this report.

Training & Professional Development for AJC Staff: Equipping our Frontline Staff with Tools and Resources to Serve the District

- One Stop Operator queried leadership and staff regarding workforce system training needs
- Developed training and professional development opportunities for AJC staff (to including co-located partners)
- Executed an RFQ (Request for Quote) Process for Subcontractors for training

- Prepared a training and professional development schedule for the workforce development system including recommendations for workforce staff to WIC

Training is a critical component in ensuring that customers within the AJCs receive quality, professional service. During the summer of FY19, the OSO hosted the summer T.R.A.I.N (Technical, Resources, Alignment & Information Network) series. Topics for the series were determined based on a survey administered by the One Stop Operator to leadership and staff in the centers and in partnering agencies. The series consisted of 24 sessions on 9 different topic areas. A copy of a full report on the Summer T.R.A.I.N. Series is included with this report.

Workshop Highlights

Disability Awareness and Sensitivity for Frontline & Supervisory Professionals

- This training was specifically developed and tailored for public service professionals and supervisors that engage and interface with individuals with disabilities. The training was conducted by Columbia Lighthouse for the Blind.

Resume Writing for Professionals

- Attendees learned the nuances of both the Federal resume and private sector resumes along with how to create an effective resume and or improve a resume. They learned to transform a resume into a powerful tool which will assist customers to succeed in their job search efforts.

Career Coaching & Counseling: Working with the Underserved

- This two-day workshop focused on strategies that assisted staff on better serving, coaching and counseling underserved and/or vulnerable populations in obtaining stable employment and attaining an increased quality of life.

Community Outreach

- This training covered effective strategies for engaging the community to reach customers that need our services and to ensure that they are aware of the American Job Centers and partner organizations.

Diversity, Equity & Inclusion

- This training was designed to provide participants with a basic understanding of the developments and trends in the workplace pertaining to age, gender, people of color, sexual orientation, people with differing abilities, education, culture, religion, health, race, socioeconomic status, behavior and ethnicity.

Putting the Customer Back in Customer Service

- This training provided core support strategies to help front line team members become more self-aware; consistent with service delivery and support the improvement of operations and move our services to the top of the customer service ladder.

Disability Training-Using Assistive Technology

- This training was a continuation of the conversation from the Disability Awareness and Sensitivity for Frontline & Supervisory Professionals training and provided an opportunity for frontline staff to have a better understanding of the tools available that can assist when servicing customers with disabilities.

Business Services Bootcamp

- This two-day training focused on equipping business service professionals with tools and best practices for connecting with employers.

WIOA 101

- This three-day WIOA training was a beginner friendly course that took workforce specialist through the inception of the new legislation to present day and presented them with a myriad of best practices, prominent statues as it pertains to their day to day work, and tools for servicing customers.

Expanding the Reach of the One-Stop Operator and American Job Centers in the Community

- Worked with consulting firm, Seaberry Designs on creating and launching a “Partner Promotional” video for use in public spaces where customers may be seated waiting for services. This also included government agencies, libraries and other public spaces

Increasing awareness of the American Job Center services and foot traffic in the center is critical to ensuring that District residents are taking full advantage of the resources that are provided. In FY19, the One-Stop Operator worked with a creative design firm, Seaberry Designs, to create a promotional partner video to educate the public about the services available by partnering agencies that can address barriers to employment. The video was to be shared among all agencies as well as played in other local government buildings such as libraries. Besides being a tool to promote the AJC’s and partner services, the video served as a way to encourage customers to advocate for themselves for services that match their interest and/or needs. The promotional video has been included as an attachment with this report. In addition to the promotional video, the OSO also worked with Seaberry Designs to create an AJC toolkit. The toolkit serves as a handy and quick reference tool for workforce specialist, partners, community-based organizations, and customers about all of the services provided in the centers. Hard and electronic copies have been made available. The electronic version of this tool has been included with this report.

Lastly, another strategy that the One-Stop Operator utilized increase visibility within the District was by attending community events. Some of the events that the team participated in included the *Pepco Ribbon Cutting* ceremony at the D.C. Infrastructure Academy, the *Find Your Future Event*, which was hosted by the Executive Office of the Mayor, and *The Right Talent, Right Now*, hosted by the U.S. Department of Labor. The Operator will continue to prioritize the attendance of community events in the current fiscal year.

Performance Reporting

The contract details specific performance reporting requirements to be delivered on a monthly, bi-monthly, and quarterly basis. The OSO is working with required AJC partners to support collection and reporting of their services, since most partners collect and maintain data outside of DC Networks, the primary system used by DOES. Currently, the data being reported regularly to the OSO is provided by DOES. The OSO and WIC have continued to work closely with the mandatory partner agency leadership to identify ways in which information can be collected to have a greater understanding of system-wide performance such as what services are being provided in centers and how often. This information is vital to ensure that customers have access to services connected to their efforts in finding employment without having to navigate

disparate locations. The WIC and OSO will continue to strategize ways in which data collection and dissemination is more feasible for mandatory partners.

Additionally, the OSO and WIC plan to collaborate on additional performance metrics that can be applied to across all partners and provide a broader picture of the mechanics and flow of our workforce system to ensure it effectively serves both businesses and jobseekers.

Universal Referral Form

- Facilitated discussions during partner meeting on effective referrals and the existing referral processes
- Redesigned a “partner referral form” to be inclusive of all AJC partners
- Scheduled meetings with individual partners regarding their internal “triage, intake and handling” for more robust management of partner referrals
- Met with AJC managers and discussed the referral form and processes

The OSO has developed other strategies to support referral collection information from partners. In May, the team finalized a paper version of a universal partner referral form. The development of this tool—and the process for collecting, reporting, and using this tool—have been the focus of conversations in recent months, particularly as the OSO and AJC partners work to balance development and rollout of training and use of a system that would serve in an interim capacity as the system continues to move toward utilization of the Data Vault. Meetings held between the OSO and AJC partners to support this ongoing work include:

WDI (DOES): May 24th

AJC NW: May 29th

SCSEP: May 30th

Office of UI: May 30th

Potomac Job Corps: June 5th

AJC SE: June 13th

DOES Business Services: June 27th

Office of Youth Services: July 1st

DDS: July 2nd

OSSE July 2nd

YouthBuild: July 3rd

Through these conversations, alternatives were identified to potentially support referrals on an interim basis, including use of DC Networks and an online referral form. These potential solutions have been pursued and continue to be discussed with partners.

Looking Ahead: Referral Process

The OSO continues to participate in Data Vault meetings. The meetings had stalled for a while as the interface was built out but have recently continued in December 2019. Although some partners are currently utilizing Data Vault, data sharing agreements have not been completed for all partners in the system. The OSO will continue to support OSSE in the roll out and implementation of the system.

Streamlining and Integrating Partner Services

Throughout the course of this contract period the One Stop Operator team has been working to effectively communicate the role and purpose of the One Stop Operator; it's relevance in working to improve partner understanding and relationships; and collaboration among mandatory partners; as well as throughout the system and establish continuity of service delivery to ensure the integration of all partners into a seamless system.

As stated above, the OSO has conducted partner meetings, surveys, and individualized meetings to support system alignment among partners. Based on the survey feedback, the OSO prioritized system training and partner engagement. As group cohesion is strengthened the OSO would like to put additional resources into tools that support group collaboration. In addition, the OSO implemented a bi-monthly newsletter called "Pathways to Partnership". Unfortunately, due to staffing changes production of the newsletter has stalled. The OSO intends to relaunch the newsletter in February now that the team is fully staffed again. Copies of the newsletter have been provided with this report.

- Conducted Two Partner surveys: (1) Partner Satisfaction; (2) Partner Newsletter Survey
- Developed Partner Newsletter "Pathways to Partnership" *taking the Mayor's initiatives into consideration with the titling of the newsletter to connect with the administration's communication, messaging*
- Conducted monthly partner meetings to facilitate information sharing, training, discussions, and recommendation sharing
- Developed and launched partner newsletter
- Reviewed MOUs to understand partner requirements

2018-2019

DC One Stop Operator – Snapshot



Sheree Finley Director, Elijah Bell-Clarke, Data/Policy Analyst and Kylie Brock, Community Partner Manager

DC One Stop Operator

December 2018- Current

One Stop Operator Updates & Accomplishments Snapshot

Coordinate One-Stop staff and service delivery

- Developed AJC Project Plan that serves as a “living” document of AJC OSO Activities
- Participation in AJC Weekly Staff Meetings (at each location) Once Per Month Since February
- One Stop Operator- *Technical Assistance /Training Needs* meetings with AJC Supervisors
- Improved and effectively coordinated AJC Partner Meetings

Training & Professional Development for AJC, Co-located Staff

- Queried leadership and staff regarding workforce system training needs
- Developed training and professional development opportunities for AJC staff and co-located partners
- Executed RFQ (Request for Quote) Process for Subcontractors and *onboarded* subcontractors for training/ technical assistance services
- Prepared training and professional development schedule for the workforce development system recommendations for workforce staff to WIC

Customer Communications

- Conducted Two Partner surveys: (1) Partner Satisfaction; (2) Partner Newsletter Survey
- Developed Partner Newsletter “Pathways to Partnership” *taking the Mayor’s initiatives into consideration with the titling of the newsletter to connect with the administration’s communication, messaging*

Market one-stop system

- Worked with Seaberry Designs on creating and launching the “Partner Promotional” video for public spaces to include government agencies, libraries, and other public spaces.

Compliance

- Visited all American Job Centers/Managers and collected feedback from all locations regarding training needs to promote professional development
- Visited each AJC to view aesthetics and check for compliance

Report Out On Progress

- Met with DOES and WIC leadership and established monthly data sharing reporting
- Submit weekly Project Plan updates to WIC to update on one-stop operator progress on deliverables
- Enhanced data reporting; data presented in multiple formats via visual reports to ensure system understands data being presented

Referral/enrollment/completion/employment tracking

- Facilitated discussions during partner meeting on effective referrals and existing referral processes
- Redesigned “partner referral form” to be inclusive of all partners
- Scheduled meetings with individual partners regarding their internal “triage, intake and handling” for more robust management of partner referrals
- Met with AJC managers to discuss referral form and processes

Streamlining/integrating partner services (MOUs)

- Conduct monthly partner meetings to facilitate information sharing, training, discussions, and recommendation sharing
- Developed and launched partner newsletter
- Reviewed MOUs to understand partner requirements

Partnership Development, Communication & Processes

Throughout the course of this contract period the One Stop Operator team has been working to effectively communicate the purpose of the One Stop Operator; it's relevance to the work to improve partner understanding and relationships; and collaboration among mandatory partners; as well as throughout the system and establish continuity of service delivery to ensure the integration of all partners into a seamless system.

The OSO has been working in collaboration with the mandatory partners a Universal Partner Referral form and referral process. During the May Partner Meeting, the Universal Partner Referral form was presented to the group for final edits. The group provided useful feedback and all proposed edits were made to the form. The updated form was presented at the Leadership Partner Meeting that took place June 26, 2019, and Agency Leaders provided additional feedback that will help to continue to finalize the form.

Finally, the OSO is working to develop a process that is succinct and adaptable for all Mandatory Partner agency systems. The OSO has developed an interview schedule with each partner agency representative to discuss what their agency's referral process to ensure seamless integration and continue to build upon the foundations that have already been established for this process.

Important Meetings Held to Date

Introductory Meetings

- Martha's Table, February 2019
- Housing Counseling Services, March 2019
- UPO, April 2019
- Southeast Family Strengthening Collaborative, April 2019

Referral Process

- WDI: May 24th
- AJC NW: May 29th
- SCSEP: May 30th
- Office of UI: May 30th
- Potomac Job Corps: June 5th
- AJC SE: June 13th
- DOES Business Service: June 27th
- Office of Youth Services: July 1st
- DDS: July 2nd
- OSSE July 2nd
- YouthBuild: July 3rd

These meetings have served to begin to establish a process as well as to identify point people within agencies that are responsible for the collection and dissemination of referrals. The next level in this process will be to establish the uniform process, establish a separate process for when clients referred are not actually a match for the proposed services, and set up and HIPAA compliant referral tracking system.

Although the external referral process is still in the beginning draft phases, the One Stop Operator has created a more finalized process for referrals made within the AJC's. The process is being revised and reviewed by the One Stop Operator in conjunction with upper level DOES staff to ensure it will be a useful tool for frontline staff.

Community Partners Update

To achieve our proposed goal of system alignment, at the end of meetings with all mandatory partners, the OSO has developed an outreach plan to target community-based organizations within the District of Columbia to strategically develop and build a network of organizations for customers within the AJC's to provide supportive services and assistance. These targeted organizations offer support with housing, childcare, transportation, mental health, and additional educational needs; incorporating information received at the individual meetings, will enable the OSO team to prioritize outreach efforts.

Upcoming Activities- (July 1 thru September 17th)

During the final months of the OSO contract, the OSO team will continue carrying out the roles and responsibilities set forth in the contract. We will further continue leveraging local intelligence to effectively shape cutting edge approaches to developing more robust partnerships and enhance the workforce service delivery system. We are committed to the DC WIC in reporting timely; to include outcomes, findings, and data with complete transparency and integrity to better assist District residents to embark upon a "pathway to the middle class". We will continue:

- Building opportunities for staff to establish organic, rather than transactional relationships that will foster greater collaboration; leading to improved services and outcomes for the workforce system;
- Collecting, capturing and organizing data provided to demonstrate accessibility of the system and capture the footprint of the AJC customer throughout the system
- Facilitating system alignment through training, technical assistance and monthly partner meetings (Summer T.R.A.I.N. project)
- Facilitating the integration of the *AJC Partner Promotional video* into the library system and public interfacing organizations
- Development of the "Universal Referral" system; developing a process, procedure and guidance for the system to effectively refer customers
- Developing the newsletter as a platform for information sharing; connect with partners for "save the date" events to include job fairs, apprenticeship opportunities; housing fairs, employment readiness workshops and other beneficial opportunities for customers;
- Developing a "partner calendar" as an insert or segment of the "Pathway to Partnership" newsletter
- Finalizing the AJC Partner Toolkit; currently under development

Training & Professional Development (Workforce System/WIC & OSO)

Case Management

- Gleaning the most from your customer during the initial assessment/case management meeting
- Time Management- Making the Most of Your Day
- Coaching Job Seeker Customers for Success

Customer Service

- Putting the Customer Back in Customer Service

Technical Training & Professional Development (Serving the Diverse Populations of the District)

- **Effectively Serving Customers with Disabilities**
- *ADA/ Disability Sensitivity/Awareness*
- *Using Assistive Technology*
- **Diversity, Equity & Inclusion (LGBTQ, Seniors, Youth, Veterans, Disabled)**
- *“Effectively serving the diverse populations of the District of Columbia”*

Business Services Boot Camp

- Business Services-Understanding WIOA & how it connects to business services
- Presentation Skills that Seal the Deal!
- The Business of Helping Business Secure the Work Ready Talent They Need

Community Outreach Strategies: (outreach workers/community specialists/workforce specialists/community navigators)

- Effective Outreach: Developing Partnerships with Community Based Organizations
- Outreach strategies

WIOA 101 & System Alignment

- Understanding WIOA, performance and system alignment
- How to Assess & Counsel in a Uniform Way; Creating Common Language Across Partner Staff
- “Intake” & “Assessment” to ensure consistency under WIOA
“Customer Contact”

DC One Stop Operator

Summer T.R.A.I.N. Series



Survey Data Report

June-August 2019

The DC One Stop Operator Team

Sheree Finley, Director • Kylie Brock, Community Partner Manager • Elijah Bell-Clarke, Data/Policy Analyst

September 11, 2019

Dear Partners, Colleagues and Professionals,

On behalf of the DC One Stop Operator team, thank you for your commitment and support of the *DC One Stop Operator, Summer T.R.A.I.N. Series*. We commend system professionals and partner agency leadership for supporting our efforts and galvanizing this platform for participants to engage colleagues, share experiences and develop as professionals.

This event integrated the workforce and human service professionals of government, private sector and community-based organizations to engage in education and training; discuss innovative, *Best Practices* to better serve District residents and support them along their “*Pathway to the Middle Class*” as they seek to obtain “*Good Jobs with Good Wages.*”

As we embarked upon this empowering journey of twenty-four sessions of educational, training and learning opportunities, culminating into a three-day professional development conference; we could have never imagined its success or the outpouring of positive energy, honest dialog, feedback and support!

The series explored the latest in service delivery techniques, disability awareness, WIOA legislation, innovative solutions and methodologies in case management as well as *Best Practices* to better engaging and connecting with the community in a seamless, integrated, wraparound approach to serving customers.

We are certain that everyone in attendance benefited from the presentations, open discussions and training and carried with them renewed enthusiasm to serving our customers with excellence and determination.

Please see in the following pages the complete training survey results of the inaugural DC Summer T.R.A.I.N. series, from June 2019 thru August 2019.

Thank you for a successful event and we look forward to providing additional training in the future.

Yours in Service,



Sheree Finley
Director, DC One Stop Operator

Workshop Highlights

Disability Awareness and Sensitivity for Frontline & Supervisory Professionals

- Disability awareness and sensitivity is a training specifically requested by frontline was specifically developed and tailored for public service professionals and supervisors that engage and interface with the public and will be provided by Columbia Lighthouse for the Blind.

Resume Writing for Professionals

- Attendees learned the nuances of both the Federal resume and private sector resumes; how to create an effective resume and or improve a resume. They will learn to transform a resume into a powerful tool that will get assist customers in their job search efforts.

Career Coaching & Counseling: Working with the Underserved

- Two-day workshop focused on strategies that assisted staff to better serve, coach and counsel underserved and/or vulnerable populations in obtaining stable employment and attaining an increased quality of life.

Community Outreach Strategies

- Knowledge of community is at the very core of public service in the District of Columbia. Community Outreach Strategies covered effective strategies for engaging the community to reach customers that need our services and ensure that they understand how to access services of the AJC and partner organizations.

Diversity, Equity & Inclusion

- The District of Columbia is ranked in the Top 5 nationally in diversity of its population. The Diversity, Equity and Inclusion training provided participants with the basic understanding of the developments and trends in the workplace pertaining to age, gender, people of color, sexual orientation, people with differing abilities, education, culture, religion, health, race, socioeconomic status, behavior and ethnicity.

Putting the Customer Back in Customer Service

- This training provided core support strategies to help front line team members become more self-aware; consistent with service delivery and support the improvement of operations and move our services to the top of the customer service ladder.

Survey Highlights

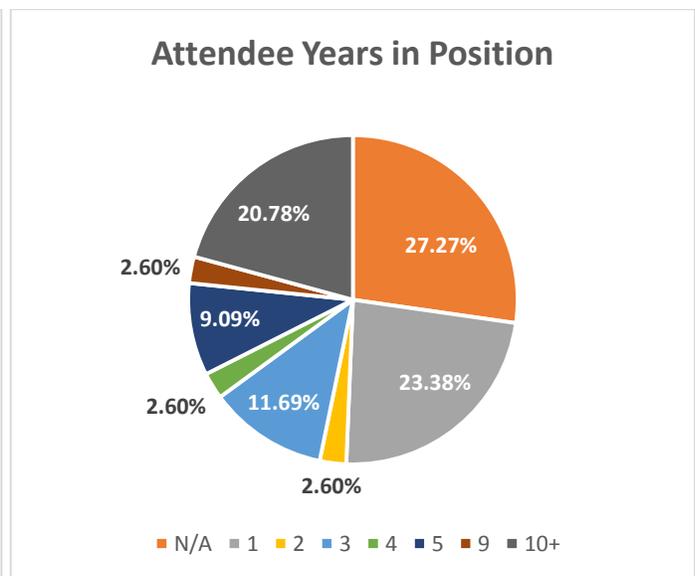
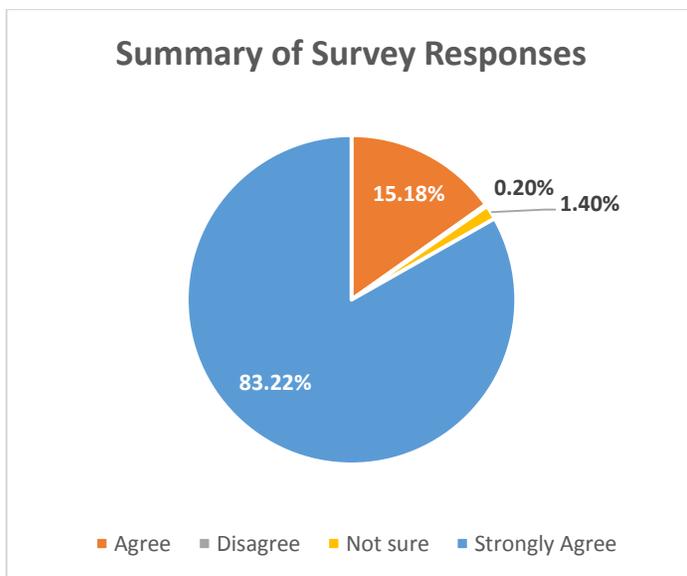
What did participants say they enjoyed most about the summer training series?

Participants found the summer training series very beneficial with **83% of responses being “strongly agree”** and **15% of responses being “agree”**, meaning the sessions attended were engaging, interactive, provided on-the job skills, well organized, and well facilitated. At the end of this document we have provided direct quotes of feedback from some of the participants about their experiences. Additionally, we have shared aggregated responses of each survey prompt for each time a person attended a training session. They are represented in pie chart form for easy observation. As we move forward and look at year-long planning, we can refer to some of the glows and capitalize on those efforts to improve the next iteration of this series even more robust.

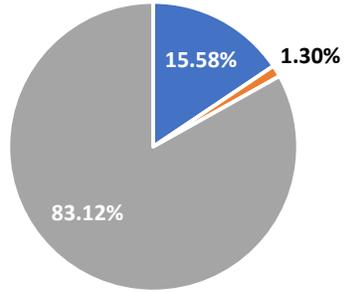
What did participants say they enjoyed least about the summer training series?

While participants were overall satisfied, there were a few areas of *opportunity* the team has taken into consideration. In the future we will be certain to include in the training announcements that the time and scheduling of trainings have been “pre-approved” with agency leadership to avoid confusion regarding tours of duty. During the planning phase of the training schedule the hours were approved. However, this information was not communicated clearly and thus, seemed to cause some concern for a few attendees; and was perceived as an inconvenience.

Any presentation materials should be shared by facilitators should be given to employees in hard-copy or digital format as to meet the needs of all attendees. Additionally, we will attempt to ensure all trainings are within the scope and bandwidth of the employees attending. Some of the survey responses mentioned the information being a bit too advanced for their work. However, overall the courses were appealing and in alignment with the majority of attendees scope of work. Of particular note was that some of our facilitators were heavy on acronyms and jargon which left some of our attendees feeling lost or like they were not in the “know” of certain information. Finally, we will seek to develop better communication to make sure trainings have specific next steps (where possible) and resources after it is completed. Employees wanted to know “what to do next” to continue the work, which is largely dependent upon where they are in the system.

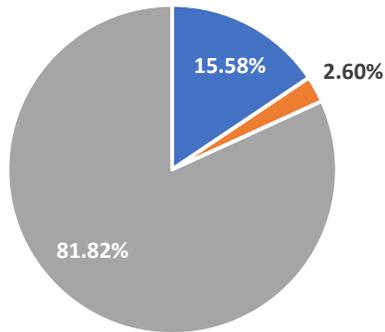


I was well informed about the objectives of this workshop.



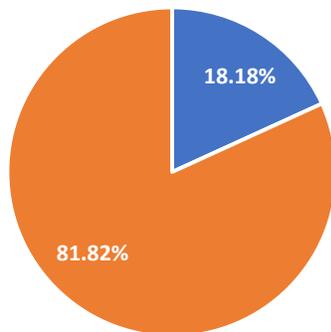
■ Agree ■ Not sure ■ Strongly Agree

This workshop lived up to my expectations.



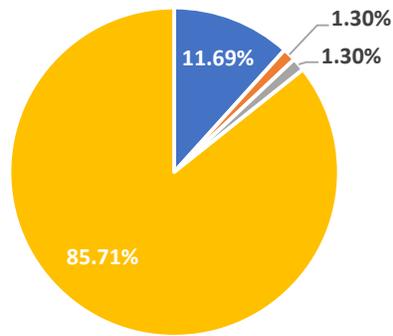
■ Agree ■ Not sure ■ Strongly Agree

The content is relevant to my job.



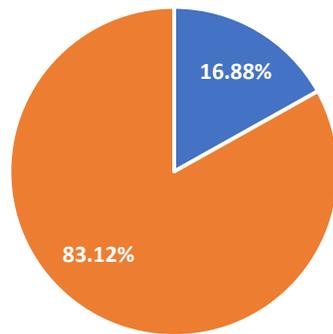
■ Agree ■ Strongly Agree

The workshop was well-organized.



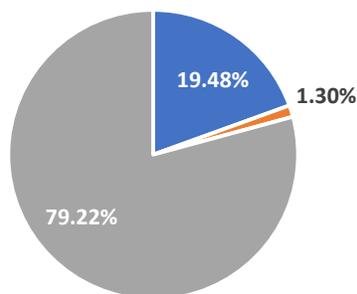
■ Agree ■ Disagree ■ Not sure ■ Strongly Agree

The workshop activities stimulated my learning.



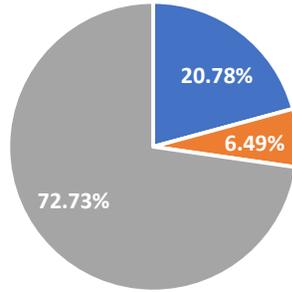
■ Agree ■ Strongly Agree

The activities in this workshop gave me sufficient practice and feedback.



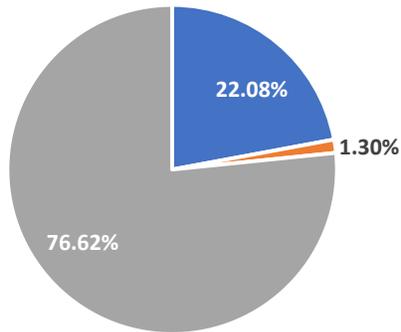
■ Agree ■ Disagree ■ Strongly Agree

The difficulty level of this workshop was appropriate.



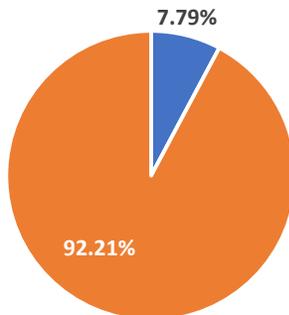
■ Agree ■ Not sure ■ Strongly Agree

The pace of this workshop was appropriate.



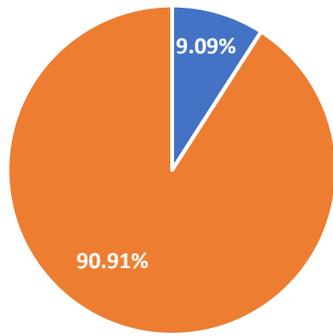
■ Agree ■ Not sure ■ Strongly Agree

The instructor was knowledgeable of the content.



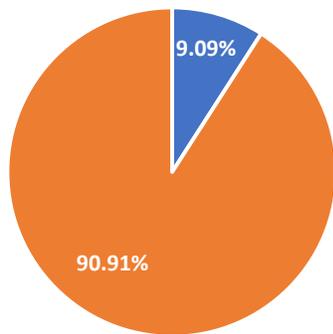
■ Agree ■ Strongly Agree

The instructor was well prepared.



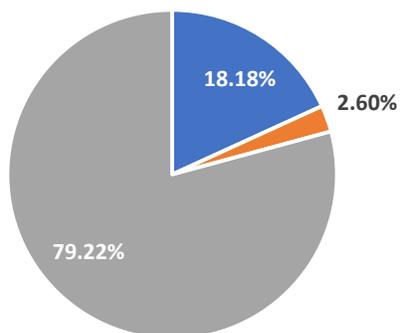
■ Agree ■ Strongly Agree

The instructor was helpful.



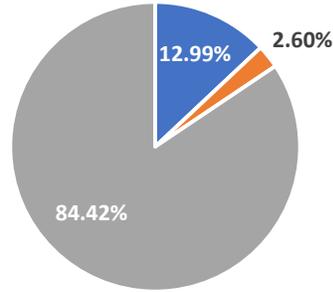
■ Agree ■ Strongly Agree

I accomplished the objectives of this workshop.



■ Agree ■ Not sure ■ Strongly Agree

I will be able to use what I learned in this workshop.



■ Agree ■ Not sure ■ Strongly Agree

What did you most enjoy about the Workshop?

- “Open discussion”
- “The interaction with other persons in training”
- “The way the information was presented and the role-playing”
- “We had an opportunity to express our feelings about the topics”
- “We learned real skills to handle customers on the job”
- “The instructor made it fun and explained the topic well”
- “Participation and the instructor’s engagement with the audience”
- “Well-needed for all the employees”
- “The knowledge and experience to share not only theory but actual processes”
- “I loved the diversity of our facilitators”
- “Various examples of each team members personal experiences”
- “The amount of interaction, practice, and exercise”
- “Presenters were extremely knowledgeable on content matter”
- The candid conversation in presentation”
- “Methods of thinking outside of my daily job. A fresh perspective on employment engagement.”

What did you enjoy least about the workshop?

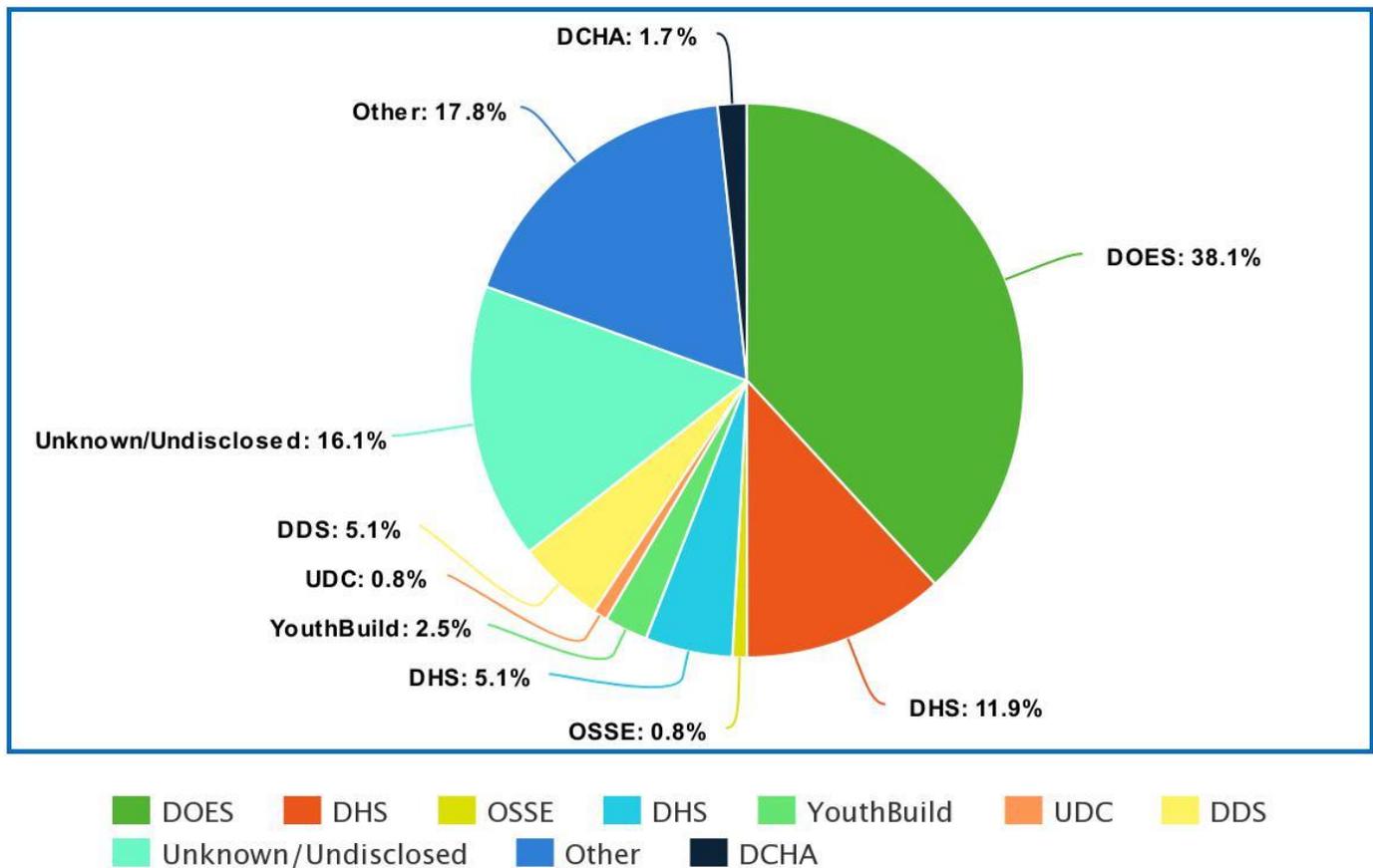
- “It went after my tour of duty.”
- “The room was cold.”
- “Not having the PowerPoint to take notes on”
- “The WIOA 101 training was more than an introduction”
- “Use of acronyms – please review terms that may be unfamiliar to trainees prior to using shorthand fluency”

Additional Comments/Concerns

- “Setup was not to my satisfaction. Not enough books. Lighting bad.”
- “Provide training for upper management”
- “I would suggest paper copies of the material for each topic in the folders”
- “Needs to occur again. I would like to coordinate additional sessions increase awareness in the District and especially emergency management.”
- “The workshops should be offered to other departments in agencies”
- “Provide copy of slide deck/binders with handouts of resources referenced”
- “How may I contribute?”
- “Continue this training; allows for collaboration and offers business perspectives of what we do”

Summer T.R.A.I.N. Cumulative Survey Results

In total, more than one hundred workforce and human service professionals from government, private sector and community based organizations participated in the Summer T.R.A.I.N. Series. The organization breakdown is as follows:



meta-chart.com

Highest Rated Trainings

During this training series, several participants had the opportunity to attend numerous workshops. The purpose of the cumulative survey was to give those participants a chance to evaluate the trainings based on what they observed and provide feedback on a comparative scale. The survey was completed by 47% of the participants. Additional feedback provided by this survey evaluated the venues, satisfaction with the One Stop Operator, meals provided and how likely they were to recommend a training provided by the one stop operator in the future. After evaluating the survey results, we found that the highest rated trainings in order were:

1. Business Services Boot camp
1. Putting the Customer back in Customer Service
2. Diversity, Equity, and Inclusion
3. Disability Training-Using Assistive Technology
4. Community Outreach Strategies
5. WIOA 101
6. Resume Writing For Professionals-Federal
7. Disability Sensitivity and Awareness
8. Resume Writing for Professionals-Private
9. Interviewing Assessing and Counseling working with Underserved Populations

Highlights from Cumulative Survey

- Thank you. Training can serve as a refresher, it's always good to hear things again and compare notes from time to time. –*Disability Awareness*
- The Disability Awareness Training was excellent.-*Disability Awareness*
- Best training I ever had!-*Disability Sensitivity*
- The training was well planned, and the people that provided the training provided hands on experience.-*Disability Sensitivity*
- One of the best training I have attended, Dr. Rashad is humble yet an amazing and extremely knowledgeable presenter!-*Resume Writing for Professionals-Federal*
- Over all excellent information.- *Resume Writing for Professionals-Federal*
- Enjoyed the trainer, she was very involved and personal with you, felt good to have someone focus on everyone!-*Putting the Customer back in Customer Service*
- Any department that makes recommendations for occupational training or anything that it is tied to WIOA funding (generally) should be required to take this training. Very informational!-*WIOA 101*
- The training should mandatory for all managers associated with WIOA and concentration on where some policies or SOPs need to be drafted or determine. I will be happy to sit down on-on-one to discuss.- *WIOA 101*
- Both presenters was absolutely great and very knowledge of every subject they touch- *WIOA 101*
- The presenters were very informative and knowledgeable about the topic. I really enjoyed the scenarios.- *WIOA 101*
- The training was great! *WIOA 101*
- Great content that shifts how we approach business relationships because we are constantly coming from a social services standpoint-*Business Services Boot Camp*

- The participants were all sensitive to the needs of the underserved populations. We have other coworkers at our offices that are not. This training could be a mandatory requirement- Interviewing Assessing and Counseling working with Underserved Populations.

Opportunities for Improvement

- Wish the training was only for case managers and not have any management in the workshop so we could have got an experience from our point of view. Because they were interrupting the training talking about what they do- *Disability Awareness*
- The presenter sat down the entire time and basically spoke. It was a lecture, not a training. She should of had biographies of some of our customers to provide specifics about the population we serve. Most of the positions our participants could not qualify for. I believe staff liked the training because it taught THEM how to apply for job in the feds, not their participants--*Resume Writing for Professionals-Federal****
- I wish it had been more hands on instead of so much reading.- *Resume Writing for Professionals-Federal*
- I believe the Federal/Private Resume Training could be a two-day training. Perhaps 1 1/2 day for Federal and an half day for Private. At the end of the training session, participants should be allowed to upload resumes to a portal regarding valuable feedback. .- *Resume Writing for Professionals-Federal and Private*
- It should be condensed to a half-day training.- *Resume Writing for Professionals- Private*
- Very focused on the personal experience of the presenter rather than researched info. Was also much longer than needed.- *Resume Writing for Professionals- Private*
- Information was not specific to underserved populations, was not based on research, and used no case studies or industry references. Presenter did not have any relevant experience- *Interviewing Assessing and Counseling working with Underserved Populations*

***It should be noted that the presenter for the Federal Resume workshop had a visible impairment and used a walker which is why she sat down during the training however, for transparency purposes the original comment was not altered.

Room Rating

The room where my training was hosted was:



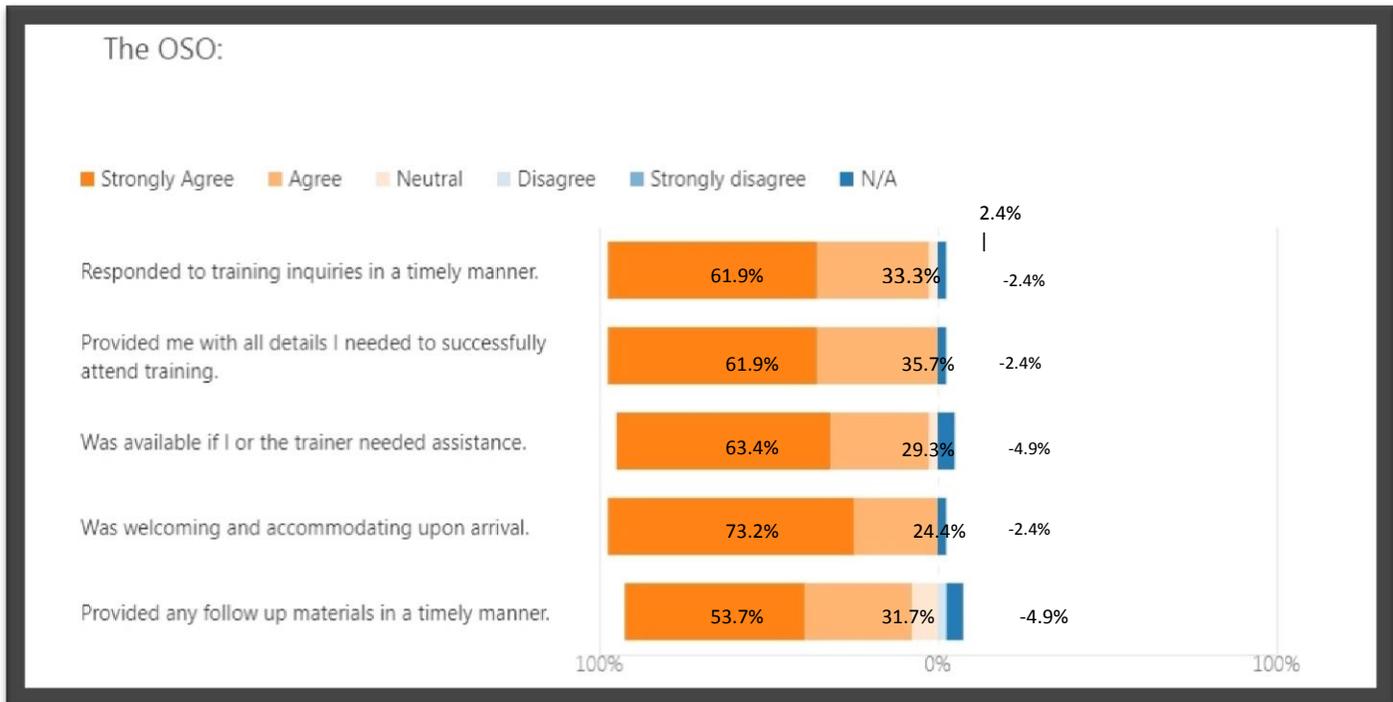
4.57 Average Rating

The training room where my training was hosted during the conference was:



4.82 Average Rating

General Feedback on the One Stop Operator and Training



- Great Series of Training
- Continue with the great work and providing training options that will help workforce development professionals the opportunity to gain more knowledge or refreshers.
- This train should be mandatory for people who serve underserved populations
- With over 33 years of services being employed with the DOES, this was the best informative training that I attended. Again Thanks Ms. Finley
- The presenters were great!
- Appreciated the lunch!
- Thanks Ms. Finley, the training location was great, the location was good, the facilitators were outstanding and the information received was well needed.

This concludes the Summer T.R.A.I.N. Survey Data Report

Thank You.



americanjobcenter[®]
DISTRICT OF COLUMBIA

Your Source for
Career Exploration, Training and Jobs



1 EXPLORE CAREERS

Find out what you can do with your skills.

At the **American Job Center (AJC)** your Workforce Development Specialist can help you analyze your skills, discover what you like to do and what you do best. They can even help you create a profile of your skills and match them to existing openings in DC Networks, the District's online job match portal.

Visit the AJC to learn about new careers, explore industries and find your best fit.

2 GET TRAINING

Get the training you need for your next job. Talk to your Workforce Development Specialist to see if you qualify for occupational training. Occupational training focuses on high-demand industry sectors, such as information technology, health care, construction, retail, sales and service, and basic literacy and language skills.

You may qualify for:

1. Training and certifications through individual training accounts and local colleges and universities
2. English as a second language classes
3. GED, Adult High School Diploma and other continuing education programs
4. Technology and healthcare training
5. Sales and customer service training
6. Apprenticeship programs



3 FIND JOBS

Get job ready! Put together a successful job search with resources on resumes, interviewing, networking and finding job openings at your local office. Your Workforce Development Specialist will help you **create a job search plan**, **build your resume**, **research employers**, and **conduct online searches**. You'll gain skills that will help you get ready for your interviews.



4 JOB SEARCH TIPS



Enlist the help of your **Workforce**

Development Specialist to explore every available resource for skills assessment, training and job search.



Tailor your materials for each job and be certain your resume and cover letter is well written with no typos.



Make sure your **online image helps your job search**. Many employers check profiles on popular online sites to learn more about you. Make sure yours does not contain inappropriate material.



Thinking of relocating? Take advantage of the online search tools at your AJC to **find salaries** and **local job market information** in other cities.

5

YOUR LOCAL

americanjobcenter[®]
DISTRICT OF COLUMBIA

AJC Headquarters

4058 Minnesota Avenue, NE

Washington, DC 20019

Mon - Fri 8:30am-4:30pm

Main: (202) 724-2337

TTY: (202) 546-8879

Fax: (202) 543-6794

American Job Center – Northeast

CCDC - Bertie Backus Campus

5171 South Dakota Avenue, NE

Washington, DC 20017

Mon - Fri 8:30am-4:30pm

Main: (202) 576-3092

TTY: (202) 576-3102

Fax: (202) 576-3100

American Job Center – Northwest

Frank D. Reeves Municipal Center

2000 14th Street, NW 3rd Floor

Washington, DC 20009

Mon - Fri 8:30am-4:30pm

Main: (202) 442 -4577

TTY: (202) 481-3451

Fax: (202) 481-3452

DC Infrastructure Academy (DCIA) – Southeast

2330 Pomery Road, SE

Washington, DC 20020

Mon - Fri 8:30am-4:30pm

Phone: (202) 899-6040



PARTNER SERVICES

The American Job Centers now have “partner services” on site to meet DC resident needs!

You can now schedule appointments with service providers from:

- DDS/RSA
- Voc Rehab
- DHS/ TANF
- OSSE
- Job Corps
- UDC-CC

... AND MUCH MORE !!!!

Ask us how to connect with our partner organizations today!

7

ADA ACCOMMODATIONS

If you have questions about physical access, need handouts in alternate format, or require American Sign Language (ASL) interpretation or other reasonable accommodation to participate, please contact the **Department of Employment Services American Job Center Headquarters** at phone at **(202) 724-2337**.



ACCESSIBILITY SERVICES

Veterans

Veterans and Transitioning Service Members receive priority of services to have access to the tools needed to find good jobs with good wages and career pathways.

Language Access

AJC and partner employees are trained to offer interpretation and translation to any customer who needs it, whether over the phone or in person.

LEP/NEP customers may self-identify by presenting District employees with an “I Speak” Card. The DC Office of Human Rights distributes wallet-sized copies of these cards, which are available in Amharic, Arabic, Chinese, French, Korean, Portuguese, Russian, Spanish, Tagalog, and Vietnamese.



Interpretation Services Available



English Translation: Point to your language. An interpreter will be called. The interpreter is provided at no cost to you.

Amharic አማርኛ ቋንቋዎን ያመለክቱ፡ አስተርጓሚን ይጠራሉ። አስተርጓሚውን በነጻ ይተርጉሙ።	Korean 한국어 귀하께서 사용하는 언어를 지적하시면 해당 언어 통역 서비스를 무료로 제공해 드립니다.
Arabic عربي أشر إلى لغتك. وسوف يتم جلب مترجم فوري لك. سيتم تأمين المترجم الفوري مجاناً.	Mandarin 國語 請指認您的語言， 以便為您提供免費的口譯服務。
Bengali বাংলা আপনার ভাষার দিকে নির্দেশ করুন। একজন দোভাষীকে ডাকা হবে। দোভাষী আপনি নিখরচায় পাবেন।	Pashto پښتو خپل ژبې ته اشاره وکړئ. یو ژباړونکي به را و بللي ش تاشو ته ژباړونکي ویریا برابر ولی شي.
Cantonese 廣東話 請指認您的語言， 以便為您提供免費的傳譯服務。	Portuguese Português Indique o seu idioma. Um intérprete será chamado. A interpretação é fornecida sem qualquer custo para você.
Farsi فارسي به زبان موردنظر اشاره کنید. ما برای شما مترجم می آوریم. این کار هیچ هزینه ای برای شما نخواهد داشت.	Russian Русский Укажите язык, на котором вы говорите. Вам вызовут переводчика. Услуги переводчика предоставляются бесплатно.
French Français Pointez vers votre langue et on appellera un interprète qui vous sera fourni gratuitement.	Spanish Español Señale su idioma y llamaremos a un intérprete. El servicio es gratuito.
Haitian Creole Kreyòl Lonje dwèt ou sou lang ou pale a epi n ap rele you entèprèt pou ou. Nou ba ou sèvis entèprèt la gratis.	Thai ไทย ชวยชี้ที่ภาษาที่ท่านพูด แล้วเราจะจัดหาคนให้ท่าน การใช้ส่วไม่ตองเสียค่าใ้จาย
Hindi हिंदी अपनी भाषा पर इंगित करें और एक दुभाषिया बुलाया जाएगा। दुभाषिये का प्रबन्ध आप पर बिना किसी खर्च के किया जाता है।	Tigrinya ትግርኛ ቋንቋዎን ያመለክቱ፡ አስተርጓሚ ከጸዎ ይከፈል ኢዩ። ገለተርጓሚ ትከፍልዎ ከፍለ.ት የለገ።
Indonesian Bahasa Indonesia Tunjukkan bahasa Anda. Jurubahasa akan diadakan. Jurubahasa diadakan tanpa Anda dibebani biaya.	Turkish Türkçe Konuştuğunuz dili gösterin. Size bir tercüman çağırıyoruz. Bu tercüman size ücretsiz olarak tedarik edilecektir.
Japanese 日本語 あなたの話す言語を指して下さい。 無料で通訳を提供します。	Vietnamese Tiếng Việt Hãy chỉ vào ngôn ngữ của quý vị. Một thông dịch viên sẽ được gọi đến, quý vị sẽ không phải trả tiền cho thông dịch viên.

Poster provided by Language Line Services © 2010 • 1-800-752-6096 • www.LanguageLine.com
Over-the-phone interpretation and document translation in more than 170 languages.



www.does.dc.gov



 GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

UNIVERSAL PARTNER REFERRAL FORM

- ACCEPTED
- REJECTED
- ON HOLD



INSTRUCTIONS

Please read the following instructions prior to completing the referral form:

Section 1: Enter the customer's demographic information. *State ID* is a unique identifier assigned to customers who have created an account profile in DCNetworks.org.

Section 2A: Select the agency/organization where the customer is being referred from, Section 2A. If the *Other* box is selected, enter the agency/organization where the customer is being referred from.

Section 2B: Select the location where the customer is being referred to. Please note: WOW is Workforce on Wheels which falls under DOES. WDI is Workforce Development Initiative and falls under DC Housing (DCHA).

Section 3: Enter customer's goal, referral reason, and requested services. This is where specific programs within partner agencies should be indicated.

Section 4: Enter referring Specialist's contact information.

DDS/RSA: Department of Disability Services/Rehabilitation Services Administration
DHS: Department of Human Services
DOES: Department of Employment Services
Job Corps: Potomac Job Corps
OSSE: Office of the State Superintendent of Education
UDC: University of the District of Columbia
YouthBuild: YouthBuild DC Public Charter School
DCHA/WDI: Workforce Development Initiative
WOW: Workforce on Wheels (DOES)

Section 1: CUSTOMER DEMOGRAPHIC INFORMATION

Age Group: 24 & under 25 & up

Last Name:	First Name:	Middle Name:	Gender:	State ID (or last four digits of social):
Mailing Address:		City, State:		Zip Code: Ward:
Phone Number: (H) (C)		Email:		
DOB:	Highest Completed Educational Level:	Language(s) Spoken:		Veteran Status: Yes <input type="checkbox"/> No <input type="checkbox"/>
Status:	<input type="checkbox"/> Individual w/disability <input type="checkbox"/> Unemployed and/or receiving unemployment insurance		<input type="checkbox"/> Foster Care <input type="checkbox"/> At-risk Youth	<input type="checkbox"/> Youth <input type="checkbox"/> Dislocated worker

Section 2A: AGENCY/ORGANIZATION REFERRED FROM

DOES:	<input type="checkbox"/> AJC HQ	<input type="checkbox"/> AJC NW	<input type="checkbox"/> AJC NE	<input type="checkbox"/> AJC SE	<input type="checkbox"/> WOW	<input type="checkbox"/> DCHA/WDI	<input type="checkbox"/> DHS
<input type="checkbox"/> Job Corps	<input type="checkbox"/> OSSE	<input type="checkbox"/> DDS RSA	<input type="checkbox"/> UDC	<input type="checkbox"/> YouthBuild PCS	<input type="checkbox"/> Other community services:		

Section 2B: AGENCY/ORGANIZATION REFERRED TO

DOES:	<input type="checkbox"/> AJC HQ	<input type="checkbox"/> AJC NW	<input type="checkbox"/> AJC NE	<input type="checkbox"/> AJC SE	<input type="checkbox"/> WOW	<input type="checkbox"/> DCHA/WDI	<input type="checkbox"/> DHS
<input type="checkbox"/> Job Corps	<input type="checkbox"/> OSSE	<input type="checkbox"/> DDS RSA	<input type="checkbox"/> UDC	<input type="checkbox"/> YouthBuild PCS	<input type="checkbox"/> Other community services:		

Section 3: REFERRAL REASON AND REQUESTED SERVICES

Referral Reason:

Service(s) Requested: *Please mark the service that applies.*

<input type="checkbox"/> Employment Services (DOES, Job Corp)	<input type="checkbox"/> Job Readiness Workshops (DOES, DHS, OSSE, Job Corps)
<input type="checkbox"/> Occupational Skills Training (DOES, Job Corp, OSSE, YouthBuild)	<input type="checkbox"/> DCNetworks Support (DOES)
<input type="checkbox"/> Educational Services (OSSE, YouthBuild)	<input type="checkbox"/> Disability Services (DDS/RSA)
<input type="checkbox"/> TANF / SNAP / Medicaid (DHS)	<input type="checkbox"/> Mental Health Services
<input type="checkbox"/> Housing	<input type="checkbox"/> Other:

Section 4: REFERRING SPECIALIST CONTACT INFORMATION

Specialist Name:	Email:	Date/Time:
Phone Number:	Manager Name:	



1. Parties and Purpose

The parties to this Memorandum of Understanding (MOU) are the Mayor of the District of Columbia (the District), who is its Chief Elected Official, the District of Columbia Workforce Investment Council (DC WIC), and Potomac Job Corps Center, which is operated by Exceed Corporation and a one-stop partner (Partner), and the District of Columbia Department of Employment Services (DOES)/ Office of the Chief Financial Officer (OCFO) as the Fiscal Agent for the Agreement on Resource Sharing (Attachment C), with responsibility for allocating funds in accordance with policies set by the DC WIC. For the purpose of this MOU, "partner" is defined as "any District agency or local provider that has signed an MOU with DC WIC and the Mayor's Office for the purpose of AJC operation under WIOA," including but not limited to the District agencies and local providers identified in this Section 5 of this MOU. The MOU provides the basis for cooperation, collaboration, and alignment, including resource sharing, pertaining to the operation of the American Job Centers (AJCs) of Washington, DC, which function as the one-stop workforce development service delivery system for the District.

The purpose of MOU is to:

- Define the roles and responsibilities of DC WIC and Potomac Job Corps Center, as they relate to the operation and continued development of the local workforce system, which consists of all Workforce Innovation and Opportunity Act (WIOA) required one-stop partner programs, and is led by District's network of AJCs.
- Coordinate resources and avoid duplication of effort and expenditures.
- Ensure the effective and efficient delivery of AJC and partner services.
- Enhance the workforce system and AJC services to create a seamless customer experience.
- Increase and maximize access to workforce services for individuals with barriers to employment.
- Establish coordinated processes and procedures that will, ultimately, enable partners to align and integrate programs and activities across the workforce system.

This document ensures compliance with the federal Workforce Innovation and Opportunity Act (PL 113-128) and it's implementing regulations, and provides the framework to achieve shared goals between the parties to the MOU and among other workforce development system partners in the District, with regard to providing comprehensive, seamless, customer-focused delivery of employment, training and related services.



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2. Background

On July 22, 2014, President Obama signed WIOA into law. WIOA is designed to strengthen and improve the nation's public workforce system and help get Americans, including disconnected youth and those with significant barriers to employment, into high-quality jobs and careers and help businesses hire and retain skilled workers.

In June 2016, the U.S. Department of Labor and the U.S. Department of Education issued final regulations to implement WIOA. The regulations clarify the need and expectation to modernize the nation's workforce system and represent an integrated, job-driven approach to support communities and expand job growth.

The regulations reaffirm the role of the one-stop delivery system as the cornerstone of public workforce development programs and require organizations managing and operating federal partner programs to collaborate to support a seamless customer-focused service delivery network. The regulations further require that programs and providers co-locate, coordinate, and/or otherwise integrate resources, activities and information, so that the system as a whole is accessible for individuals and businesses alike. The ultimate goal of the system is to increase the long-term employment and earnings outcomes for individuals seeking services, especially those with significant barriers to employment.

As indicated, the MOU is an agreement developed and executed by the DC WIC, the Mayor and the one-stop partners relating to the operation of the one-stop delivery system. As the management of the American Job Center network is the shared responsibility of the WIC, the Mayor, WIOA core program partners, the required one-stop partners, other (optional) one-stop partners, and American Job Center Operator (also referred to the One-Stop Operator), the U.S. Department of Labor and other federal agencies expect partners in local workforce systems to work together in developing an MOU that demonstrates the spirit and intent of WIOA, thereby ensuring the successful integration and implementation of partner programs in American Job Centers.

The District's State Plan

In March 2016, the District submitted a Unified State Plan to the U.S. Departments of Labor and Education detailing how it will use the new law to create an innovative, comprehensive plan to move the city forward. The District's State Plan lays out specific strategies and operational components for overall workforce system improvements, focusing on five key areas: system alignment, access, performance, business alignment, and youth services. There is special attention paid toward high-growth



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industries to ensure that DC residents are prepared for the jobs of today and of tomorrow.

The District's Workforce Investment Council (DC WIC)

The DC WIC, which has oversight of federal workforce funding and programming, is a private-sector led board responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an effective workforce investment system. Members of the WIC, include representatives from the private sector, government officials, organized labor, youth and community groups, and organizations with workforce investment experience. The WIC also convenes and leads system stakeholders to ensure workforce programs and initiatives align with business needs. The Workforce Investment Council functions the District's State and local workforce development board in accordance the requirements of WIOA.

Implementation of WIOA within the District

The District is taking a phased approach to WIOA implementation over four years (2015 through 2018), prioritizing key decisions and activities described in the District's Unified State Plan and incorporating federal guidance. Over the course of a multi-phased plan, DC WIC continues to work toward and achieve key milestones, including but not limited to: preparing and obtaining approval of the Unified State Plan; harnessing the knowledge of stakeholders through WIOA Working Groups to inform system development; developing a WIOA-compliant policy manual; procuring a WIOA-mandated One-Stop Operator; developing and executing MOUs; and implementing of an AJC certification system.

3. WIOA Requirements and References

WIOA prescribes the following with regard to partners and MOUs

- WIOA Section 121(c) requires that DC WIC develop and enter into a memorandum of understanding with the AJC/one-stop system partners.
- WIOA Section 121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into an MOU with DC WIC pursuant to WIOA Section 121(c).
- WIOA Section 121(b)(1) identifies the partner programs and requires that the services and activities under each program be made available through and/or in connection with the local AJC system. The entities that receive the funds for each of these programs and/or have the responsibility to administer the respective programs in the District are required partners under WIOA Section 121(b)(1).



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- WIOA Section 121(b)(1)(A)(ii) requires each core partner to use a portion of available funding to maintain the one-stop delivery system, including infrastructure costs, as determined by an analysis of benefit to the partner program.
- WIOA Section 121(b)(1)(A)(iv) indicates that the requirements of each partner's authorizing legislation continue to apply under the local workforce system and that participation in AJC system is in addition to other requirements applicable to each partner's program under each authorizing law.

4. DC WIC – Roles and Responsibilities

DC WIC is responsible for: coordination of partners within the District's workforce system in accordance with WIOA; building partnerships, including those with businesses; convening a leadership team comprised of system partners; aligning and coordinating programs; overseeing the quality and continuous improvement of the workforce system; and certifying AJCs. Some of the foregoing responsibilities will be assigned to a One-Stop Operator competitively procured by the DC WIC.

In addition, WIOA Section 107 requires DC WIC to:

- Develop a State Workforce Plan and coordinate its implementation across the system partners.
- Conduct Workforce Research and Regional Labor Market analysis.
- Convene, broker and leverage local providers, stakeholders and resources.
- Lead employer engagement to promote business representation, develop linkages, implement effective sector strategies, and ensure workforce investments support the needs of employers.
- Lead efforts to develop and implement career pathways.
- Identify and promote proven and promising practices.
- Maximize the use of technology in the provision of services to job seekers and employers.
- Conduct program oversight to ensure appropriate use, management and investment of workforce resources.
- Negotiate local performance measures.
- Select operators and providers.
- Identify eligible providers of training and career services.
- Coordinate the delivery of core WIOA programs through the one-stop service delivery system.

DC WIC acts on behalf of the District to administer WIOA Title I resources. Furthermore, DC WIC commits to the adoption of strategies to support talent development, job



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creation, income progression, business competitiveness and expanded opportunities for citizen prosperity.

5. Core Partners and Other One-Stop Partner Programs

WIOA describes core partner programs, required one-stop/AJC partner programs and additional one-stop/AJC partner programs.

Core Partners: WIOA calls for strengthening the alignment of core workforce programs by imposing unified strategic planning requirements, common performance accountability measures, and requirements governing the one-stop delivery system. The core workforce programs under WIOA include:

- Adult, Dislocated Worker and Youth Programs (Title I of WIOA)
- Adult Education and Family Literacy Act Program (Title II)
- Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III)
- Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV)

One-Stop/AJC Partner Programs: WIOA identifies the required one-stop partner programs. Generally, the entity that carries out the program serves as the one-stop partner. This may be the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in a local area. Carrying out a program or activity means that the partner is providing any of the services its grant, contract, or program requires.

The District's one-stop/AJC partner programs, which include the core partners programs and administrators/providers are:

	One-Stop/AJC Partner Program	District Agency/Local Provider
U.S. Department of Labor Programs		
1.	Adult (<i>WIOA title I formula</i>)	Department of Employment Services
2.	Dislocated Worker (<i>WIOA title I formula</i>)	Department of Employment Services
3.	Youth (<i>WIOA title I formula</i>)	Department of Employment Services
4.	Job Corps (<i>WIOA title I</i>)	Potomac Job Corps Center – Exceed Corporation
5.	Senior Community Service Employment Program (<i>title V of the Older Americans Act of 1965</i>)	Department of Employment Services and National Caucus on Black Aging
6.	Trade Adjustment Assistance	Department of Employment Services



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	activities (<i>Trade Act of 1974, as amended</i>)	
7.	Jobs for Veterans State Grants (<i>Chapter 41 of title 38</i>)	Department of Employment Services
8.	Unemployment Compensation programs	Department of Employment Services
9.	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA title III	Department of Employment Services
<i>U.S. Department of Education Programs</i>		
11.	Adult Education and Family Literacy Act (<i>AEFLA</i>) program (<i>WIOA title II</i>)	Office of the State Superintendent of Education
12.	State VR program, authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV	Department on Disability Services
13.	Career technical education programs at the postsecondary level, authorized under Carl D. Perkins Career and Technical Education Act of 2006	Office of the State Superintendent of Education
<i>U.S. Department of Health and Human Services Programs</i>		
14.	Programs authorized under the Social Security Act title IV, part A (<i>TANF</i>)	Department of Human Services
15.	Community Services Block Grant Employment and Training activities (<i>Community Services Block Grant Act</i>)	Department of Human Services
<i>U.S. Department of Housing and Urban Development Programs</i>		
16.	Employment and training programs	District of Columbia Housing Authority

Additional One-Stop/AJC Partner Programs: WIOA indicates that, with the approval of the local workforce board and the Chief Local Elected Official, other appropriate Federal, State or local programs may become partners in the local workforce system. In the event that the DC WIC and the Mayor approve the addition of other partners, MOUs will be developed with each.

6. The District's American Job Centers

The following locations comprise the District's network of AJCs:



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Comprehensive Center: 4058 Minnesota Ave., NE Washington, DC 20019	Affiliate Center: 2330 Pomeroy Road, SE Washington, DC 20020
Affiliate Center: 5171 South Dakota Ave., NE Washington, DC 20017	Affiliate Center: 2000 14th St., NW, 3rd Floor Washington, DC 20009

7. System Access via the Internet

DC WIC will work with the District's Department of Employment Services (DOES) to ensure on-going operation of the AJC customer access website: dcnetworks.org, which provides resources for job seekers and businesses. In addition, all partners are encouraged to promote the system and the full range of other partners via their websites through hyperlinks and information about system programs.

8. Service Delivery

The District's workforce system and AJC network has been established by DC WIC in accordance with WIOA and the Unified State Plan. WIOA Section 121 (b)(1)(B) identifies the programs, services and related activities that must be provided through the workforce development delivery system. The State Plan further identifies programs that must be accessible through the AJC system. Attachment A, AJC and One-Stop System Services, describes services available at AJC Centers and serves as the framework for system service delivery in the District.

In all centers, Basic and Individualized Career Services are provided to assist participants in evaluating and determining their career plans and service requirements. Where new or increased skills are required to achieve the plan, assistance with access to training and education services are available.

Business services are intended to assure that the training and support provided to job seekers also aligns with the needs of the District's employers for recruiting, training and retaining talent and supports career pathways for job seekers. The WIC is responsible for coordinating these activities to assure the desired outcomes.

Attachment B, Shared System Services/Roles and Responsibilities, describes the ways in which Potomac Job Corps Center supports the AJCs and overall workforce system



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services.

9. General Partner Responsibilities

The parties agree to work collaboratively to carry out the provisions of this MOU and advance the quality and effectiveness of the workforce system. In addition, the parties agree to:

- Continuous partnership building.
- Participate in continuous improvement activities.
- Making available to customers, through the AJCs, the services that are applicable to partner's programs.
- Participating in the operation of the AJC system, consistent with the terms of the MOU, the Unified State Plan and requirements of applicable law.
- Participating in staff capacity-building and development, including but not limited to cross-training between partner staff.
- Developing, offering and delivering quality business services that assist targeted industry sectors in overcoming the challenges of recruiting, retaining and developing talent for the regional economy.

Specific responsibilities of Potomac Job Corps Center are described in Attachment B, Shared System Services/Roles and Responsibilities.

10. Partner Programs and Services

Potomac Job Corps Center is committed to delivering services through and in connection with the AJC system in accordance with WIOA, the Unified State Plan and DC WIC policies, as applicable. Potomac Job Corps Center programs covered by this commitment and MOU include:

- Job Corps (*WIOA title I*)

Further information on the role of DCHA is outlined at Attachment B.

11. Methods for Referring Customers

The referral process includes a commitment for the parties to the MOU and all other AJC/one-stop partners to implement processes for the referral of customers to services that are not provided on-site at the AJCs. At a minimum, the referral process between the AJCs and the one-stop partners will :

- Ensure that intake and referral processes are customer-centered and provided by



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staff trained in customer service.

- Ensure that general information regarding AJC programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally, or through other means determined in cooperation with partners and operators.
- Describe how each AJC partner will provide a direct link or access to other AJCC partner staff that can provide meaningful information or service, through the use of co-location, cross training of AJC staff, or real-time technology (two-way communication and interaction with AJC partners that results in services needed by the customer).
- Strive to share referral information among the AJCs and each individual partner under a process to be defined by the One-Stop Operator.

12. System Accessibility and Inclusiveness

The District's AJC system is designed to be universally accessible, customer-centered and able to offer training and related resources that are driven by the needs of the local economy. DC WIC is committed to ensuring high quality services for job seekers of all skill levels, but especially low-income and other underserved residents, including those receiving public assistance, those with disabilities, and individuals with low basic skills.

Through this MOU, DC WIC and Potomac Job Corps Center commit to working together to focus efforts and resources to ensure the needs of job seekers and workers with barriers to employment are effectively addressed in the AJC system. This necessitates that the parties work together to prioritize services and increase outreach to individuals with barriers to employment, a group that includes members of the following populations:

- Low-income persons
- Basic skills deficient
- Returning citizens
- Individuals with disabilities
- English language learners
- Homeless persons
- Public housing residents
- Public assistance recipients
- Youth disconnected from school and/or work
- Others with significant barriers to employment



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13. Equal Opportunity

The parties agree to comply with all applicable federal and local nondiscrimination laws. The parties shall not unlawfully discriminate against any customer, applicant for employment, or employee of a party to this MOU or other entity. The parties shall adhere to the policies, procedures, and guidance issued by District, other partner agencies and the DC WIC regarding equal opportunity, nondiscrimination, and increased accessibility. Nothing in this Section shall be construed as limiting the parties' agreement to increase and maximize access for individuals with barriers to employment.

14. Resource Sharing

In accordance with WIOA section 121 and implementing regulations, each partner must use a portion of its funds to support applicable career services and AJC infrastructure costs. *Attachment C, Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services*, identifies the specific infrastructure/shared costs and the method by which those costs will be supported by Potomac Job Corps Center in accordance with WIOA and Federal cost principles, which require that all costs must be allowable, reasonable, necessary, and allocable to the program as well as all other applicable legal requirements. DC WIC is responsible for managing the Infrastructure Funding Agreement, which is part of the Agreement on Resource Sharing, as well as collecting and disbursing the shared resources outlined within the Agreement.

15. Confidentiality Requirements and Development of Data Sharing Strategies

WIOA, DC WIC and the Unified State Plan support alignment and integration of programs and services to better serve common customers. Sharing customer service-level data between partner organizations is a goal of the system. In concert with this goal, Potomac Job Corps Center commits to work with DC WIC and other system partners to identified strategies and approaches to data sharing. The parties agree to comply with provisions of WIOA, the Wagner-Peyser Act, the Rehabilitation Act of 1973, and the Adult Education and Family Literacy Act, and any other applicable requirements of the District or federal law to assure that customer information shall be shared solely for the purpose of enrollment, referral, or provisions of services. When required under applicable law, a release of information will be obtained from the customer before sharing confidential protected information. In carrying out its respective responsibilities, each party shall respect and abide by the confidentiality policies, procedures, and guidance of the other parties.



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16. Appeals

If an AJC/one-stop partner and the DC WIC cannot reach agreement on contribution to infrastructure costs, the matter will be referred for resolution to the Mayor, the decision of whom will be final.

17. Term

The performance under this MOU shall commence on October 1, 2019, and shall terminate on September 30, 2020, unless previously terminated or updated pursuant to the terms of this MOU. The MOU may be extended for up to two additional one-year terms upon agreement from all parties. The MOU shall be reviewed and renewed not less than once every three years.

18. Modifications, Amendments and Termination

This MOU may be modified, revised, or amended by mutual written consent of all the signatory Parties. A written request must be submitted to the named parties. The modification shall not be effective unless agreed to in writing by all parties in an Amendment to this MOU, properly executed and approved in accordance with applicable law and fiscal requirements.

The MOU will remain in effect in accordance with the expressed term, unless:

- All Parties mutually agree to terminate this MOU prior to the end date.
- Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
- WIOA is repealed or superseded by subsequent federal law.
- A party breaches any provision of this MOU and such breach is not resolved within thirty (30) days of receiving written notice from DC WIC. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.
- In the event of termination, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

Any party may request to terminate its inclusion in this MOU by providing written notice



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to all other parties.

19. Anti-Deficiency Considerations

The Parties acknowledge and agree the District is not authorized to make any obligations in advance or in the absence of lawfully available appropriations 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 (2007), (iii) D.C. Official Code § 47-105 (2005), and (iv) D.C. Official Code § 1-204.46 (2007 Supp.), as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

20. Point of Contact

The main point of contact for the MOU is:

Executive Director
DC Workforce Investment Council
2235 Shannon Pl., SE, Suite 3031
Washington, DC 20020

21. Attachments to the MOU

The following attachments are incorporated into the MOU:

- A. AJC and One-Stop System Services
- B. Potomac Job Corps Center – Shared System Services/Roles and Responsibilities
- C. Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services

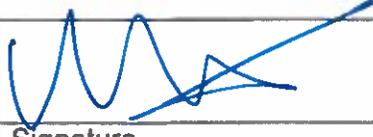


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22. Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing:

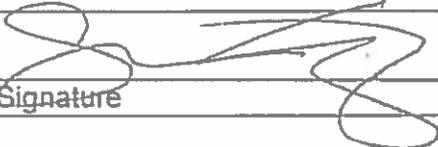
Chief Elected Official, District of Columbia

Unique Morris-Hughes Designee for Mayor Muriel Bowser		1/4/20
Name	Signature	Date

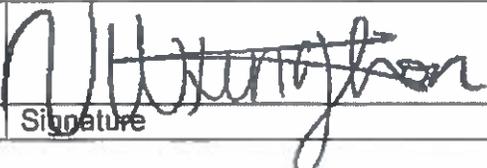
Executive Director, Workforce Investment Council

Ahnna Smith		1/8/20
Name	Signature	Date

Center Director, Potomac Job Corps Center

Sermario Wiggins		12/10/19
Name	Signature	Date

Deputy Director, Workforce & Federal Programs, Department of Employment Services

Vanessa Weatherington		1/3/2020
Name	Signature	Date



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ATTACHMENT A

AJC and One-Stop System Services

**Workforce Innovation and Opportunity Act
One-Stop Delivery System Memorandum of Understanding**

One-Stop System Services

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services. Following is general information on WIOA career, training and business services to guide the DC Works AJC system in the delivery of these services.

Career Services: Career services for adults and dislocated workers are available at all AJCs. U.S. DOL has identified three types of career services:

- Basic career services;
- Individualized career services; and
- Follow-up services

Basic Career Services: Basic career services must be made available and, at a minimum, must include the following:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
 - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
 - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;

- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information, in usable and understandable formats and languages, about how the Board¹ is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;
- Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Career Services: Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. To avoid duplication of services, WIOA allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by AJCC representatives and must have been completed within the previous six months
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including information regarding eligible training providers;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;

¹ Within the District, the DC WIC.



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- Internships and work experience that are linked to careers;
- Workforce preparation activities;
- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance; and
- English language acquisition and integrated education and training programs.

Follow-up Services: These services must be made available, as appropriate (including counseling regarding the workplace) for participants in adult or dislocated worker activities that are placed in unsubsidized employment for a minimum of 12 months after the first day of employment.

Training Services: WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Examples of training services include:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training (OJT), including registered apprenticeship;
- Incumbent worker training in accordance with WIOA §134(d)(4);
- Workplace training and cooperative education programs;
- Private sector training programs;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs in accordance with WIOA §134(d)(5);
- Job readiness training provided in combination with other training described above;
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

WIOA clarifies that there is no sequence of service requirement in order to receive training. However, DOL has indicated that, at minimum, to be eligible for training, an individual must receive an interview, evaluation, or assessment and career planning or any other method through which the one-stop operator/partner can obtain enough information to make an eligibility determination for training services. Where appropriate, a recent interview, evaluation, or assessment may be used for the assessment purpose.

Business Services: The District's AJCCs are part of a business-focused system. Examples of system services to serve business customers include:



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- Customized screening and referral of qualified participants in training services to employers
- Customized employment-related services to employers, employer associations, or similar organizations on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act
- Work-based learning activities, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Activities to provide business services and strategies that meet the workforce investment needs of employers, as determined by the Board and consistent with the local plan.



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ATTACHMENT B

**Potomac Job Corps Center –
Shared System Services/Roles and Responsibilities**

Under the nationally acclaimed Job Corps model, which has been serving youth and young adults for more than half a century, the Potomac Job Corps Center offers a variety of academic and vocational programs. Services are provided within a residential setting that enables students to holistically prepare for lives as adults and for careers. At-risk and disconnected youth and young adults from the District comprise a primary target group for the center. Because of the unique nature of its delivery system, the Potomac Job Corps Center can meet the needs of youth with unique circumstances and needs.

Using proven strategies, Potomac Job Corps Center's programs are built around three phases of service:

Career Preparation Period: At this initial stage of the program, students create and commit to a Personal Career Development Plan. As part of their career exploration process, they visit AJCs in order to become aware of resources that are available to support not only their entry into their chosen career, but on-going development of and support for career advancement strategies that the one-stop system can provide.

Career Development Period: The most substantive phase of students' Job Corps experience is Career Development, during which they work to acquire the academic and occupational skills and credentials to qualify for study-related positions. The Potomac Job Corps Center offers training for industries that are in high demand in and around the District. Among these are advanced manufacturing, transportation, construction, hospitality, finance and business and healthcare.

Career Transition Period: Following completion of training and credential attainment, students transition to life off Center and into careers. AJCs are an important resource for job search and placement assistance.

Potomac Job Corps Center supports Job Corps' national mission, which is to teach eligible young people the skills they need to become employable and independent and place them in meaningful jobs or further education.

The following information summarizes Potomac Job Corps Center's role within the District's one-stop/AJC system:



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- Shared System Design and Access
- Shared System Knowledge
- Shared Services and Customers

Shared System Design and Access

With regard to system design and access, the system partners and DC WIC agree to use of the following terms to characterize the participation of the Potomac Job Corps Center within the local AJC system:

- **Co-Location:** A full- or part-time physical presence by one or more partner representatives at one or more of the District's AJCs.
- **Electronic Connection:** Providing AJC customers direct linkages to partner services to through use of various web-based technology applications, along with using web connections to provide partners' customers access to the AJCs and system partner information and services.

Potomac Job Corps Center will participate in the system through electronic connection, including using hyperlinks on its own website to link participants to the AJCs and to system partners' websites. In addition, Potomac Job Corps Center customers may use dcnetworks.org to access system information and services.

In addition, Potomac Job Corps Center conducts outreach and admissions activities at the AJCs.

Shared System Knowledge

Potomac Job Corps Center agrees to participate in cross training partner program staff to increase system capacity. This will include:

- Providing content to be used in training of partner managers and staff about the programs and services offered by Potomac Job Corps Center. Such content will, at a minimum, include information about types of services offered; program and service eligibility requirements; application processes; and information on outcomes.
- Assisting with the delivery of training, which may include providing content suitable for electronic media format (e.g. PowerPoint, on-line video) or in-person or webcast presentations to partner representatives.
- Participating in training developed and/or provided by all District one-stop system partner agencies listed in Section 5 of the MOU. Such participation may occur through attendance at in-person sessions or by viewing web-based content.



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Shared Systems and Customers

As a partner in the District's workforce development delivery system and with its network of AJCs, Potomac Job Corps Center is committed to working with the DC WIC, DOES (which operates the AJCs), and the full range of system partners to devise, implement and continuously improve workforce strategies benefitting residents and businesses in Washington, DC. As an extension of this commitment, Potomac Job Corps Center agrees to participate in meetings and activities organized by the One-Stop Operator, which is contracted by the WIC to manage partner activities within the centers and across the local workforce system.

Potomac Job Corps Center's role in the coordinated delivery of AJC services will include the following services, participation and collaboration.

1. *Outreach and Recruitment*

While Potomac Job Corps Center targets specific groups (e.g. eligible youth and young adults, ages 16 through 24) and operates programs under which specific eligibility criteria must be met, it performs broad outreach to communicate its programs and opportunities to District residents. In doing so, the organization will provide candidates (including those not eligible for or not interested in its services) with information on the services of the AJCs and the system's partner programs. Information will be provided via web-based media, print materials and verbal communications.

2. *Intake*

As Potomac Job Corps Center representatives conduct intake for its programs, it agrees to identify individuals that may be eligible for and/or interested in AJC services or those of the system partners. Such individuals will be referred in accordance with the process summarized under item 5, below.

3. *Orientation*

Similar to candidate information derived from outreach and intake processes, orientation and information sessions led by Potomac Job Corps Center provide a venue and/or opportunity to share with applicants information about other programs and services for which they may be qualified. For those who may benefit from AJC or partner programs, Potomac Job Corps Center will make appropriate referrals in accordance with the process summarized under item 5, below.



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4. Initial Assessment

To the extent permitted by rules governing the funding under which it operates, Potomac Job Corps Center may provide the AJCs and other partners with results of assessments in which candidates/students participate. In cases where candidates or students apply for services from another system partner, this process may help to avoid duplication of effort. Sharing of assessment results will require a release signed by the affected individuals.

5. Cross Referrals

As indicated in Section 11 of the MOU, cross referrals among the District's workforce system partners are critical to the goals of collaboration and alignment of programs and to ensuring that services are customer-focused. While the partners will work with the One-Stop Operator to develop specific details for managing and tracking referrals; Potomac Job Corps Center and the other system partners agree to the following:

- Referrals will be made when services of a partner program and services can fulfill an unmet need of an applicant/participant.
- Referrals will be made via a "hard hand-off," under which Potomac Job Corps Center will refer individuals to a specific contact person at a partner agency and will provide assistance in scheduling an appointment, if possible.
- Referrals made will be recorded and shared with the One-Stop Operator.

6. Sharing of Local Market Intelligence

Potomac Job Corps Center regularly communicates with employers and has business advisory meetings to help inform its efforts to train and place youth and young adults participating in its education and training programs. Similarly, DC WIC, the AJCs and all partner programs conduct business outreach and engage in gathering local labor market information and industry "intelligence." To the extent practicable, the Potomac Job Corps Center agrees to share such information and intelligence with the AJC/one-stop partners so that entire system is well prepared to meet business and industry needs.

7. Co-Enrollment/Co-Case Management

When Potomac Job Corps Center and one or more other partners serve the same customer (via the participant's co-enrollment), the partners agree to identify opportunities to co-case manage activities to streamline processes and avoid duplication of effort and resources.



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8. *Support Services*

Potomac Job Corps Center directly provides or otherwise connects its students to a wide range of support services. Participants may be referred to the AJCs or other system partners for other services to address their unique needs.

9. *Placement Services*

To increase the range of employment opportunities for graduates of its programs, Potomac Job Corps Center agrees to refer those seeking employment to the AJCs for placement services and support, when such services are determined as benefitting an individual.



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ATTACHMENT C

**Agreement on Resource Sharing:
AJC/One-Stop Infrastructure Agreement & Shared Systems Allocation
Costs Per Required Program**

I. Agreement on Resource Sharing

The consolidated IFA and Shared Systems Allocation Costs Per Required Program budget table in Section VII of this Attachment C includes the proportionate share of partners' contributions to the costs of the infrastructure of the District of Columbia AJCs. Partner's contribution is \$4,755.85. Failure to comply with requirements of this agreement may result in a penalty or corrective action. The Consolidated System Budget for Applicable Career Services in Section VII of this Attachment C represents services authorized to be provide under each partner's program and are paid by each individual program.

The District of Columbia cost sharing agreement has been developed via consensus with the required partners in this workforce development area. All of the applicable partners have indicated their approval by executing an MOU with the DC WIC. The cost sharing agreement consists of:

- Non-personnel infrastructure costs necessary for the general operation of the One-Stop Centers, including but not limited to:
 - Applicable facility costs (such as rent)
 - Costs of utilities and maintenance
 - Equipment (including assessment-related and assistive technology for individuals with disabilities); and
 - Technology to facilitate access to the One-Stop Centers, including technology used for the center's planning and outreach activities
- Additional costs:
 - Applicable Career Services to include the costs of the provision of Career Services in Section 134(c)(2), as authorized by and applicable to each partner's program. For the purpose of this cost sharing agreement, applicable career services were defined to mean the partner's costs for the delivery of applicable career services.
 - The other system costs may include any other shared services that are authorized for and commonly provided through the AJC partner programs to any individual, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other One-Stop partners, and business services.



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The cost sharing agreement was developed for the entire American Job Center of the District of Columbia System.

Each partner recognizes that infrastructure costs are applicable to all required partners, whether they are physically located in the American Job Center or not. Each partner's contributions to both infrastructure and additional costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the partner programs' authorizing laws and regulations and the Uniform Guidance.

The WIOA Adult, Dislocated Worker, and Youth programs, Wagner-Peyser, Jobs for Veterans State Grant, Unemployment Insurance Compensation (UI), Carl D. Perkins, Adult Education and Family Literacy Act (AEFLA) program, Vocational Rehabilitation, TANF, and Job Corp are physically co-located in the District of Columbia American Job Centers.

The Senior Community Service Employment Program run by National Caucus on Black Aging (NCBA) and the employment and training programs run by DC Housing Authority (DCHA) do not have Partner Program Staff FTEs in AJC; their services are accessible via AJC front desk staff and other cross-trained partner staff at the AJC who can assist in making referrals.

II. Cost Allocation Methodology and Steps to Reach Consensus:

The DC WIC facilitated partner meetings on November 20, 2017, January 5, 2018, and October 3, 2018, and worked with partners to achieve consensus regarding the basis for allocating costs. In the process, DC WIC identified and described several potential bases for cost allocation, and ultimately recommended the basis chosen by the partners because it seemed to most appropriately allocate costs across the partners.

The methodology for equitable distribution of costs associated with the Infrastructure Funding Agreement (IFA) will be the proportion of partners' staff FTEs among all staff at the AJC based on actual number of hours worked. The existing FTE basis for allocation skews the distribution of costs, depending on how the IFA partners source their personnel. The DOES/Office of the Chief Financial Officer (OCFO) will allocate costs based on each IFA partner's proportional share of total monthly hours worked, which aligns with all other cost allocation bases utilized for American Job Center operations. The DC WIC has published a policy on its website which details the cost allocation methodology and the guidance used in finalizing this agreement. (DC WIGL-2018-001 [November 16, 2018], <https://dcworks.dc.gov/node/1372586>).



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In the future, alternative allocation bases may be considered and are subject to use if the alternative methodology demonstrates a more equitable distribution of costs amongst the IFA partners.

III. IFA Partner Personnel and Data Submission:

IFA partners must submit to the DC WIC and the Fiscal Agent, DC DOES and keep current the following information, in order to determine the allocation of costs:

Personnel Information

- Number of employees reporting to the AJC
- Staff Name and Title
- AJC Location (Name and Address)
- Expected Tour of Duty
- Anticipated/Actual Staffing or Tour of Duty Changes

Data

- Biweekly hours worked/paid
- 485 Report in MS Excel (Government Entities only)
- PeopleSoft Query (Preferred if applicable)

The DOES/OCFO will use the above information to determine the IFA Partner Cost Share. The data must be signed by an authorized official from the IFA partner's finance team or executive staff upon submission.

IV. Cost Reconciliation and Billing:

The DOES/OCFO will prepare an updated expenditure or budget to actual document monthly and will prepare an invoice for each IFA partner with the actual costs allocable to each partner for the quarter.

Invoicing will occur monthly via email to the designated IFA partner point of contact. The IFA partners understand that the timeliness of the preparation and submission of invoices is contingent upon the timeliness of each partner providing the necessary cost information.

Upon receipt of the invoice, each partner will review and submit payment no later than fifteen (15) days following receipt. Partners should communicate any disputes with costs in the invoice in writing. The DOES/OCFO will review the disputed cost items and respond accordingly to the IFA partner within ten (10) days of receipt of notice of the disputed costs.



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V. Method of Payment:

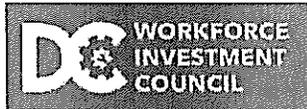
All District of Columbia government IFA partners must use Intra-District transfers to fund their portion of the IFA costs. The use of Intra-District Advances or Reimbursements is to be determined. All non-government IFA partners must reimburse quarterly via ACH or Check.

Non-District government agencies must advance their total contribution prior to quarterly invoicing to ensure reimbursement to DOES programs that frontload.

VI. Fiscal Agent Role/Responsibility:

- DOES will serve as the fiscal agent for this MOU
- Provide the estimated fixed cost budget for the American Job Center
- Create unique codes in the financial system to track expenditures/revenue for the partners
- Bill partners at least quarterly
- Reconcile expenditures/revenue at least quarterly

VII. IFA and Shared Systems Allocation Costs Tables:



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1. Parties and Purpose

The parties to this Memorandum of Understanding (MOU) are the Mayor of the District of Columbia (the District), who is its Chief Elected Official, the District of Columbia Workforce Investment Council (DC WIC), the District of Columbia Office of the State Superintendent of Education (OSSE), a one-stop partner (Partner), and the District of Columbia Department of Employment Services (DOES)/ Office of the Chief Financial Officer (OCFO) as the Fiscal Agent for the Agreement on Resource Sharing (Attachment C), with responsibility for allocating funds in accordance with policies set by the DC WIC. For the purpose of this MOU, "partner" is defined as "any District agency or local provider that has signed an MOU with DC WIC and the Mayor's Office for the purpose of AJC operation under WIOA," including but not limited to the District agencies and local providers identified in this Section 5 of this MOU. The MOU provides the basis for cooperation, collaboration, and alignment, including resource sharing, pertaining to the operation of the American Job Centers (AJCs) of Washington, DC (also referred to as DCAJCs), which function as the one-stop workforce development service delivery system for the District.

The purpose of MOU is to:

- Define the roles and responsibilities of DC WIC and OSSE, as they relate to the operation and continued development of the local workforce system, which consists of all Workforce Innovation and Opportunity Act (WIOA) required one-stop partner programs, and is led by District's network of AJCs.
- Coordinate resources and avoid duplication of effort and expenditures.
- Ensure the effective and efficient delivery of AJC and partner services.
- Enhance the workforce system and AJC services to create a seamless customer experience.
- Increase and maximize access to workforce services for individuals with barriers to employment.
- Establish coordinated processes and procedures that will, ultimately, enable partners to align and integrate programs and activities across the workforce system.

This document ensures compliance with the federal Workforce Innovation and Opportunity Act (PL 113-128) and its implementing regulations, and provides the framework to achieve shared goals between the parties to the MOU and among other workforce development system partners in the District, with regard to providing comprehensive, seamless, customer-focused delivery of employment, training and related services. The authority to enter into this MOU is D.C. Official Code § 1-



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301.01(k) and the Workforce Innovation and Opportunity Act.

2. Background

On July 22, 2014, President Obama signed WIOA into law. WIOA is designed to strengthen and improve the nation's public workforce system and help get Americans, including disconnected youth and those with significant barriers to employment, into high-quality jobs and careers and help businesses hire and retain skilled workers.

In June 2016, the U.S. Department of Labor and the U.S. Department of Education issued final regulations to implement WIOA. The regulations clarify the need and expectation to modernize the nation's workforce system and represent an integrated, job-driven approach to support communities and expand job growth.

The regulations reaffirm the role of the one-stop delivery system as the cornerstone of public workforce development programs and require organizations managing and operating federal partner programs to collaborate to support a seamless customer-focused service delivery network. The regulations further require that programs and providers co-locate, coordinate, and/or otherwise integrate resources, activities and information, so that the system as a whole is accessible for individuals and businesses alike. The ultimate goal of the system is to increase the long-term employment and earnings outcomes for individuals seeking services, especially those with significant barriers to employment.

As indicated, the MOU is an agreement developed and executed by the DC WIC, the Mayor and the one-stop partners relating to the operation of the one-stop delivery system. As the management of the American Job Center network is the shared responsibility of the WIC, the Mayor, WIOA core program partners, the required one-stop partners, other (optional) one-stop partners, and American Job Center Operator (also referred to the One-Stop Operator), the U.S. Department of Labor and other federal agencies expect partners in local workforce systems to work together in developing an MOU that demonstrates the spirit and intent of WIOA, thereby ensuring the successful integration and implementation of partner programs in American Job Centers.

The District's State Plan

In March 2016, the District submitted a Unified State Plan to the U.S. Departments of Labor and Education detailing how it will use the new law to create an innovative, comprehensive plan to move the city forward. The District's State Plan lays out specific



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strategies and operational components for overall workforce system improvements, focusing on five key areas: system alignment, access, performance, business alignment, and youth services. There is special attention paid toward high-growth industries to ensure that DC residents are prepared for the jobs of today and of tomorrow.

Implementation of WIOA within the District

The District is taking a phased approach to WIOA implementation over four years (2015 through 2018), prioritizing key decisions and activities described in the District's Unified State Plan and incorporating federal guidance. Over the course of a multi-phased plan, DC WIC continues to work toward and achieve key milestones, including but not limited to: preparing and obtaining approval of the Unified State Plan; harnessing the knowledge of stakeholders through WIOA Working Groups to inform system development; developing a WIOA-compliant policy manual; procuring a WIOA-mandated One-Stop Operator; developing and executing MOUs; and implementing an AJC certification system.

3. WIOA Requirements and References

WIOA prescribes the following with regard to partners and MOUs

- WIOA Section 121(c) requires that DC WIC develop and enter into a memorandum of understanding with the AJC/one-stop system partners.
- WIOA Section 121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into an MOU with DC WIC pursuant to WIOA Section 121(c).
- WIOA Section 121(b)(1) identifies the partner programs and requires that the services and activities under each program be made available through and/or in connection with the local AJC system. The entities that receive the funds for each of these programs and/or have the responsibility to administer the respective programs in the District are required partners under WIOA Section 121(b)(1).
- WIOA Section 121(b)(1)(A)(ii) requires each core partner to use a portion of available funding to maintain the one-stop delivery system, including infrastructure costs, as determined by an analysis of benefit to the partner program.
- WIOA Section 121(b)(1)(A)(iv) indicates that the requirements of each partner's authorizing legislation continue to apply under the local workforce system and that participation in the AJC system is in addition to other requirements applicable to each partner's program under each authorizing law.



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4. DC WIC – Roles and Responsibilities

The DC WIC, which has oversight of federal workforce funding and programming, is a private-sector led board responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an effective workforce investment system. Members of the WIC, include representatives from the private sector, government officials, organized labor, youth and community groups, and organizations with workforce investment experience. The WIC also convenes and leads system stakeholders to ensure workforce programs and initiatives align with business needs. The Workforce Investment Council functions as the District's State and local workforce development board in accordance with the requirements of WIOA.

DC WIC is responsible for: coordination of partners within the District's workforce system in accordance with WIOA; building partnerships, including those with businesses; convening a leadership team comprised of system partners; aligning and coordinating programs; overseeing the quality and continuous improvement of the workforce system; and certifying AJCs. Some of the foregoing responsibilities will be assigned to a One-Stop Operator competitively procured by the DC WIC.

In addition, WIOA Section 107 requires DC WIC to:

- Develop a State Workforce Plan and coordinate its implementation across the system partners.
- Conduct Workforce Research and Regional Labor Market analysis.
- Convene, broker and leverage local providers, stakeholders and resources.
- Lead employer engagement to promote business representation, develop linkages, implement effective sector strategies, and ensure workforce investments support the needs of employers.
- Lead efforts to develop and implement career pathways.
- Identify and promote proven and promising practices.
- Maximize the use of technology in the provision of services to job seekers and employers.
- Conduct program oversight to ensure appropriate use, management and investment of workforce resources.
- Negotiate local performance measures.
- Select operators and providers.
- Identify eligible providers of training and career services.
- Coordinate the delivery of core WIOA programs through the one-stop service delivery system.



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DC WIC acts on behalf of the District to oversee WIOA Title I resources. Furthermore, DC WIC commits to the adoption of strategies to support talent development, job creation, income progression, business competitiveness and expanded opportunities for citizen prosperity.

5. Core Partners and Other One-Stop Partner Programs

WIOA describes core partner programs, required one-stop/AJC partner programs and additional one-stop/AJC partner programs.

Core Partners: WIOA calls for strengthening the alignment of core workforce programs by imposing unified strategic planning requirements, common performance accountability measures, and requirements governing the one-stop delivery system. The core workforce programs under WIOA include:

- Adult, Dislocated Worker and Youth Programs (Title I of WIOA)
- Adult Education and Family Literacy Act Program (Title II)
- Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III)
- Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV)

One-Stop/AJC Partner Programs: WIOA identifies the required one-stop partner programs. Generally, the entity that carries out the program serves as the one-stop partner. This may be the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in a local area. Carrying out a program or activity means that the partner is providing any of the services its grant, contract, or program requires.

The District's one-stop/AJC partner programs, which include the core partners' programs and administrators/providers are:

	<i>One-Stop/AJC Partner Program</i>	<i>District Agency/Local Provider</i>
<i>U.S. Department of Labor Programs</i>		
1.	<i>Adult (WIOA title I formula)</i>	Department of Employment Services
2.	<i>Dislocated Worker (WIOA title I formula)</i>	Department of Employment Services
3.	<i>Youth (WIOA title I formula)</i>	Department of Employment Services
4.	<i>Job Corps (WIOA title I)</i>	Potomac Job Corps Center – Exceed Corporation



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5.	Senior Community Service Employment Program (<i>title V of the Older Americans Act of 1965</i>)	Department of Employment Services <i>and</i> National Caucus on Black Aging
6.	Trade Adjustment Assistance activities (<i>Trade Act of 1974, as amended</i>)	Department of Employment Services
7.	Jobs for Veterans State Grants (<i>Chapter 41 of title 38</i>)	Department of Employment Services
8.	Unemployment Compensation programs	Department of Employment Services
9.	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA title III	Department of Employment Services
<i>U.S. Department of Education Programs</i>		
11.	Adult Education and Family Literacy Act (AEFLA) program (<i>WIOA title II</i>)	Office of the State Superintendent of Education
12.	State VR program, authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV	Department on Disability Services
13.	Career technical education programs at the postsecondary level, authorized under the Strengthening Career and Technical Education for the 21 st Century Act	Office of the State Superintendent of Education
<i>U.S. Department of Health and Human Services Programs</i>		
14.	Programs authorized under the Social Security Act title IV, part A (<i>TANF</i>)	Department of Human Services
15.	Community Services Block Grant Employment and Training activities (<i>Community Services Block Grant Act</i>)	Department of Human Services
<i>U.S. Department of Housing and Urban Development Programs</i>		
16.	Employment and training programs	District of Columbia Housing Authority

Additional One-Stop/AJC Partner Programs: WIOA indicates that, with the approval of the local workforce board and the Chief Local Elected Official, other appropriate Federal, State or local programs may become partners in the local workforce system. In the event that the DC WIC and the Mayor approve the addition of other partners, MOUs will be developed with each.



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6. The District's American Job Centers

The following locations comprise the District's network of AJCs:

Comprehensive Center: 4058 Minnesota Ave., NE Washington, DC 20019	Affiliate Center: 2330 Pomeroy Road, SE Washington, DC 20020
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Affiliate Center: 5171 South Dakota Ave., NE Washington, DC 20017	Affiliate Center: 2000 14th St., NW, 3rd Floor Washington, DC 20009
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7. System Access via the Internet

DC WIC will work with the District's Department of Employment Services (to ensure on-going operation of the AJC customer access website: dcnetworks.org, which provides resources for job seekers and businesses. In addition, all partners are encouraged to promote the system and the full range of other partners via their websites through hyperlinks and information about system programs.

8. Service Delivery

The District's workforce system and AJC network has been established by DC WIC in accordance with WIOA and the Unified State Plan. WIOA Section 121 (b)(1)(B) identifies the programs, services and related activities that must be provided through the workforce development delivery system. The State Plan further identifies programs that must be accessible through the AJC system. Attachment A, AJC and One-Stop System Services, describes services available at AJC and serves as the framework for system service delivery in the District.

In all centers, Basic and Individualized Career Services are provided to assist participants in evaluating and determining their career plans and service requirements. Where new or increased skills are required to achieve the plan, assistance with access to training and education services are available.

Business services are intended to assure that the training and support provided to job



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seekers also aligns with the needs of the District's employers for recruiting, training and retaining talent and supports career pathways for job seekers. The DC WIC is responsible for coordinating these activities to assure the desired outcomes.

Attachment B, Shared System Services/Roles and Responsibilities, describes the ways in which OSSE supports the AJCs and overall workforce system services.

9. General Partner Responsibilities

The parties agree to work collaboratively to carry out the provisions of this MOU and advance the quality and effectiveness of the workforce system. In addition, the parties agree to:

- Continuous partnership building.
- Participate in continuous improvement activities.
- Making available to customers, through the AJCs, the services that are applicable to partner's programs.
- Participating in the operation of the AJC system, consistent with the terms of the MOU, the Unified State Plan and requirements of applicable law.
- Participating in staff capacity-building and development, including but not limited to cross-training between partner staff.
- Developing, offering and delivering quality business services that assist targeted industry sectors in overcoming the challenges of recruiting, retaining and developing talent for the regional economy.

Specific responsibilities of OSSE are described in Attachment B, Shared System Services/Roles and Responsibilities.

10. OSSE Programs and Services

OSSE is committed to delivering services through and in connection with the AJC system in accordance with WIOA, the Unified State Plan and DC WIC policies, as applicable. OSSE programs covered by this commitment and MOU include:

- Adult Education and Family Literacy Act (AEFLA) program (WIOA title II)
- Career technical education programs at the postsecondary level, authorized under Strengthening Career and Technical Education for the 21st Century Act (Perkins V)

Further information on the role of OSSE is outlined at Attachment B.



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11. Methods for Referring Customers

The referral process includes a commitment of the parties to the MOU and all other AJC/one-stop partners to implement processes for the referral of customers to services provided on-site at the AJCs and at other locations. At a minimum, the referral process between the AJCs and the one-stop partners will:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding AJC programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally, or through other means determined in cooperation with partners and operators.
- Describe how each AJC partner will provide a direct link or access to other AJC partner staff that can provide meaningful information or service, through the use of co-location, the DC Data Vault, cross training of AJC staff, or real-time technology (two-way communication and interaction with AJC partners that results in services needed by the customer).
- Strive to share referral information among the AJCs and each individual partner under a process to be defined by the One-Stop Operator.

12. System Accessibility and Inclusiveness

The District's AJC system is designed to be universally accessible, customer-centered and able to offer training and related resources that are driven by the needs of the local economy. The DC WIC is committed to ensuring high quality services for job seekers of all skill levels, but especially low-income and other underserved residents, including those receiving public assistance, those with disabilities, and individuals with low basic skills.

Through this MOU, the DC WIC and OSSE commit to working together to focus efforts and resources to ensure the needs of job seekers and workers with barriers to employment are effectively addressed in the AJC system. This necessitates that the parties work together to prioritize services and increase outreach to individuals with barriers to employment, a group that includes members of the following populations:

- Low-income persons
- Basic skills deficient
- Returning citizens



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- Individuals with disabilities
- English language learners
- Homeless persons
- Public housing residents
- Public assistance recipients
- Youth disconnected from school and/or work
- Others with significant barriers to employment

13. Equal Opportunity

The parties agree to comply with all applicable federal and local nondiscrimination laws. The parties shall not unlawfully discriminate against any customer, applicant for employment, or employee of a party to this MOU or other entity. The parties shall adhere to the policies, procedures, and guidance issued by District, other partner agencies and the DC WIC regarding equal opportunity, nondiscrimination, and increased accessibility. Nothing in this Section shall be construed as limiting the parties' agreement to increase and maximize access for individuals with barriers to employment.

14. Resource Sharing

In accordance with WIOA section 121 and implementing regulations, each partner must use a portion of its funds to support applicable career services and AJC infrastructure costs. *Attachment C, Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services*, identifies the specific infrastructure/shared costs and the method by which those costs will be supported by OSSE in accordance with WIOA and Federal cost principles, which require that all costs must be allowable, reasonable, necessary, and allocable to the program as well as all other applicable legal requirements. The DC WIC is responsible for managing the Infrastructure Funding Agreement, which is part of the Agreement on Resource Sharing, as well as collecting and disbursing the shared resources outlined within the Agreement.

15. Appeals

If an AJC/one-stop partner and the DC WIC cannot reach agreement on contribution to infrastructure costs, the matter will be referred for resolution to the Mayor, the decision of whom shall be final.



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16. Confidentiality Requirements and Development of Data Sharing Strategies

WIOA, the DC WIC and the Unified State Plan support alignment and integration of programs and services to better serve common customers. Sharing customer service-level data between partner organizations is a goal of the system. In furtherance of this goal, OSSE commits to work with DC WIC and other system partners to identify strategies and approaches to data sharing. The data sharing agreement that DOES currently has in place with other District agencies, including the Office of the State Superintendent of Education (OSSE), can provide a foundation for development of data sharing arrangements across all partners within the local workforce system.

The parties agree to comply with provisions of WIOA, the Wagner-Peyser Act, the Rehabilitation Act of 1973, and the Adult Education and Family Literacy Act, and any other applicable requirements of the District or federal law to assure that customer information shall be shared solely for the purpose of enrollment, referral, or provision of services. When required under applicable law, a release of information will be obtained from the customer before sharing confidential protected information. In carrying out its respective responsibilities, each party shall respect and abide by the confidentiality policies, procedures, and guidance of the other parties.

17. Records and Reports

The Parties shall maintain records and receipts for the expenditure of all funds provided for a period of no less than three 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 the buyer agency and other official as may be specified by the Office of the Chief Financial Officer. The Parties must also retrain records and receipts in accordance with any applicable Federal requirements.

18. Compliance and Monitoring

To the extent that this MOU is funded by District of Columbia funds, the parties acknowledge that they will be subject to scheduled and unscheduled monitoring reviews to ensure compliance with all applicable requirements.

19. Term and Renewal

The performance under this MOU shall commence on October 1, 2019 and shall terminate on September 30, 2020, unless previously terminated or updated pursuant to the terms of this MOU.

OSSE may extend the term of this MOU for up to four one year option periods. Option



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periods may be one year, a fraction thereof, or multiple successive fractions of a year, up to four years total. To exercise an option period and extend the term of this MOU, DC WIC must deliver written notice of its intent to extend the term of the MOU (the "Option Exercise Notice") to OSSE prior to the expiration of the MOU and the Parties must execute a written modification to the MOU extending the term. The Parties may execute the written modification to the MOU after the expiration of the MOU if OSSE has timely provided the Option Exercise Notice.

20. Modifications, Amendments and Termination

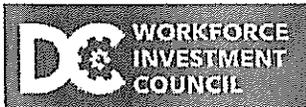
This instrument constitutes the entire agreement between the Parties, and all oral or written agreements between the Parties relating to the subject matter of this Agreement that were made prior to the execution of this Agreement have been reduced to writing and are contained herein. This Agreement supersedes and replaces all prior agreements between the Parties relating to this subject matter. Any prior agreements are hereby terminated.

This MOU may be modified, revised, or amended by mutual written consent of all the signatory Parties. A written request must be submitted to the named parties. The modification shall not be effective unless agreed to in writing by all parties in an Amendment to this MOU, properly executed and approved in accordance with applicable law and fiscal requirements.

The MOU shall be reviewed and, if substantial change has occurred, renewed not less than once every three years. Renewal of an MOU requires all Parties to review and agree to all elements of the MOU and re-sign the MOU.

The MOU will remain in effect in accordance with the expressed term, unless:

- All Parties mutually agree to terminate this MOU prior to the end date.
- Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
- WIOA is repealed or superseded by subsequent federal law.
- A party breaches any provision of this MOU and such breach is not resolved within thirty (30) days of receiving written notice from DC WIC. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice



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- thereof to the party in breach, upon which termination will go into effect immediately.
- In the event of termination, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

Any party may request to terminate its inclusion in this MOU by providing written notice to all other parties.

21. Anti-Deficiency Considerations

The Parties acknowledge and agree the District is not authorized to make any obligations in advance or in the absence of lawfully available appropriations 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 (2007), (iii) D.C. Official Code § 47-105 (2005), and (iv) D.C. Official Code § 1-204.46 (2007 Supp.), as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

22. Point of Contact

The main point of contact for the MOU is:

Executive Director
DC Workforce Investment Council
2235 Shannon Pl., SE, Suite 3031
Washington, DC 20020

The OSSE point of contact is:

Kilin Boardman-Schroyer
Deputy Assistant Superintendent
Adult and Career Education
Office of the State Superintendent of Education
810 First Street, NE
Washington, DC 20002

23. Attachments to the MOU

The following attachments are incorporated into the MOU:

- A. AJC and One-Stop System Services



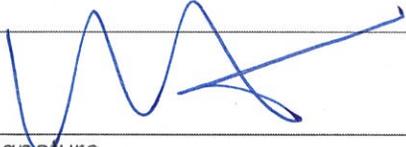
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- B. OSSE – Shared System Services/Roles and Responsibilities
- C. Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services

24. Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing:

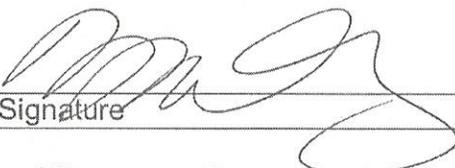
Chief Elected Official, District of Columbia

Unique Morris-Hughes Designee for Mayor Muriel Bowser		1/6/20
Name	Signature	Date

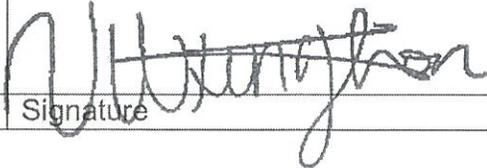
Executive Director, Workforce Investment Council

Ahnna Smith		1/8/20
Name	Signature	Date

State Superintendent of Education, Office of the State Superintendent of Education

Hanseul Kang		12/9/19
Name	Signature	Date

Deputy Director, Workforce & Federal Programs, Department of Employment Services

Vanessa Weatherington		1/3/2020
Name	Signature	Date



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ATTACHMENT A

AJC and One-Stop System Services

**Workforce Innovation and Opportunity Act
One-Stop Delivery System Memorandum of Understanding**

One-Stop System Services

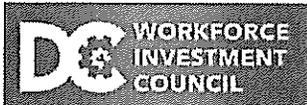
WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services.

Career Services: Career services for adults and dislocated workers are available at all DCAJCs. U.S. DOL has identified three types of career services:

- Basic career services;
- Individualized career services; and
- Follow-up services

Basic Career Services: Basic career services must be made available and, at a minimum, must include the following:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
 - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
 - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;



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- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information, in usable and understandable formats and languages, about how the Board¹ is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;
- Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Career Services: Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. To avoid duplication of services, WIOA allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by AJCC representatives and must have been completed within the previous six months;
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including information regarding eligible training providers;
- Group counseling;
- Individual counseling;
- Career planning;

¹ Within the District, the DC WIC.



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- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experience that are linked to careers;
- Workforce preparation activities;
- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance; and
- English language acquisition and integrated education and training programs.

Follow-up Services: These services must be made available, as appropriate (including counseling regarding the workplace) for participants in adult or dislocated worker activities that are placed in unsubsidized employment for a minimum of 12 months after the first day of employment.

Training Services: WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Examples of training services include:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training (OJT), including registered apprenticeship;
- Incumbent worker training in accordance with WIOA §134(d)(4);
- Workplace training and cooperative education programs;
- Private sector training programs;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs in accordance with WIOA §134(d)(5);
- Job readiness training provided in combination with other training described above;
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

WIOA clarifies that there is no sequence of service requirement in order to receive training. However, DOL has indicated that, at minimum, to be eligible for training, an individual must receive an interview, evaluation, or assessment and career planning or any other method through which the one-stop operator/partner can obtain enough information to make an eligibility determination for training services. Where appropriate,



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a recent interview, evaluation, or assessment may be used for the assessment purpose.

Business Services: The District's AJCs are part of a business-focused system. Examples of system services to serve business customers include:

- Customized screening and referral of qualified participants in training services to employers
- Customized employment-related services to employers, employer associations, or similar organizations on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act
- Work-based learning activities, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Activities to provide business services and strategies that meet the workforce investment needs of employers, as determined by the Board and consistent with the local plan.



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ATTACHMENT B

**District of Columbia Office of the State Superintendent of Education
(OSSE):
Shared System Services/Roles and Responsibilities**

The Office of the State Superintendent of Education (OSSE) sets policies, provides resources and support, and exercises accountability for all public education in the District of Columbia.

Among many programs and funding administered by OSSE are two WIOA-required partner programs: 1) Adult Education and Family Literacy Act (AEFLA) program (WIOA title II); and 2) Career technical education programs at the postsecondary level, authorized under Strengthening Career and Technical Education for the 21st Century Act (Perkins V).

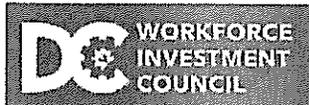
Adult Education and Family Literacy Act: OSSE is the District of Columbia agency responsible for administering the AEFLA grant, a federal initiative authorized by the Adult Education and Family Literacy Act, WIOA Title II.

OSSE grants AEFLA funding to eligible providers to offer Integrated Education and Training: Adult Basic Education (ABE), Adult Secondary Education (ASE), English Language Acquisition (ELA), and Integrated English Language and Civics Education and Training and other supportive services to District residents.

OSSE and the DC WIC have jointly funded an Integrated Education and Training (IE&T) Program, using a combination of AEFLA grant funds and the WIC's local career pathways funding. IE&T programs make use of 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.

Strengthening Career and Technical Education for the 21st Century Act: OSSE Career and Technical Education (CTE) programs are designed to help ensure that all District learners achieve mastery of core academic knowledge and advanced skills, and to prepare learners for success in postsecondary education, lifelong learning, and high skills, high wage, or high demand careers in the competitive global labor market of the 21st century. Twelve priority career sectors have been identified, which include the six high-growth industries targeted by the DC WIC.

CTE programs of study or "career pathways" are guided by District's CTE Strategic



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Plan. Programs are made up of coherent sequences of courses offered by high schools and community and technical colleges. They provide both rigorous core academic content and advanced, career-specific skills. CTE programs of study span both secondary and postsecondary education, ideally on a dual enrollment basis, and lead to an industry-recognized credential and/or an associate or baccalaureate degree.

OSSE administers federal funds available under Perkins V to leverage active working partnerships with DC Public Schools, D.C. public charter schools, the University of the District of Columbia Community College, and the private sector to foster and improve high quality, high performance CTE programs of study that are accessible to every student.

The following information summarizes OSSE's role within the District's one-stop/AJC system:

- Shared System Design and Access
- Shared System Knowledge
- Shared Services and Customers

Shared System Design and Access

With regard to system design and access, OSSE agrees to use of the following terms to characterize its participation in the local one-stop/AJC system:

- Co-Location: A full- or part-time physical or virtual presence at one or more of the District's AJCs.
- Electronic Connection: Direct linkages to OSSE and other partner agencies' programs and services through the use of web-based technology applications, including the DC Data Vault.

OSSE's AEFLA providers have representatives co-located at the four District AJCs on a part-time basis, currently equivalent to a 0.5 FTE position one day per week.

OSSE agrees to also participate in the local AJC/workforce system through electronic connection, including using hyperlinks on its website to link participants to the AJCs and to system partners' websites and use of the DC Data Vault. In addition, OSSE students may use dcnetworks.org to access system information and services.



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Shared System Knowledge

OSSE agrees to participate in cross training partner program staff to increase system capacity. This will include:

- Providing content to be used in training of partner managers and staff about the programs, services, and resources offered by OSSE. Such content will, at a minimum, include information about types of services offered; program and service eligibility requirements; application processes; information on outcomes; and information on resources such as the DC Data Vault system, eCASAS assessments, and the Career Coach DC website.
- Assisting with the delivery of training, which may include providing content suitable for electronic media format (e.g. PowerPoint, on-line video) or in-person or webcast presentations to partner representatives.
- Participating in training developed and/or provided by all District one-stop system partner agencies listed in Section 5 of the MOU. Such participation may occur through attendance at in-person sessions or by viewing web-based content.

Shared Systems and Customers

As a partner in the District's workforce development delivery system and with its network of AJCs, OSSE is committed to working with the DC WIC, DOES (which operates the AJCs), and the full range of system partners to devise, implement and continuously improve workforce strategies benefitting residents and businesses in Washington, DC. As an extension of this commitment, OSSE agrees to participate in meetings and activities organized by the One-Stop Operator, which is contracted by the WIC to manage partner activities within the centers and across the local workforce system.

OSSE's role in the coordinated delivery of AJC services will include the following services, participation and collaboration. While the descriptions below contemplate services for students enrolled under AEFLA and Perkins V funding, coordination with the AJCs and partners in the local workforce system may benefit many other students served by OSSE's myriad programs.

1. *Outreach and Recruitment*

While OSSE may serve targeted populations under various programs, its messages reach a broad cross section of District residents. Therefore, the agency can provide



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candidates (including those not using its services) with information on the services of the AJCs and the system's partner programs. Information will be provided via web-based media, print materials and verbal communications.

2. *Intake*

As OSSE representatives conduct intake for its programs, it agrees to identify individuals that may be eligible for and/or interested in AJC services or those of the system partners. Such individuals will be referred in accordance with the process summarized under item 5, below.

3. *Orientation*

Similar to candidate information derived from outreach and intake processes, orientation and information sessions led by OSSE provide a venue and/or opportunity to share with District residents information about other programs and services for which they may be qualified. For those who may benefit from AJC or partner programs, OSSE will make appropriate referrals in accordance with the process summarized under item 5, below.

4. *Initial Assessment*

To the extent permitted by rules governing the funding under which it operates, OSSE may provide the AJCs and other partners with results of assessments in which customers participate via the DC Data Vault. In cases where customers apply for services from another system partner, this process will help to avoid duplication of effort. Sharing of assessment results will require a release signed by the affected individuals in the DC Data Vault.

5. *Cross Referrals*

As indicated in Section 11 of the MOU, cross referrals among the District's workforce system partners are critical to the goals of collaboration and alignment of programs and to ensuring that services are customer-focused. While the partners will work with the One-Stop Operator to develop specific details for managing and tracking referrals; OSSE agrees to the following:

- Refer District residents to partner agencies via the DC Data Vault to fulfill an unmet need of a participant.
- Referrals will be made and tracked via the DC Data Vault.



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6. *Sharing of Local Market Intelligence*

In support of its various training programs, OSSE regularly receives input from businesses that informs its efforts to train and place students in employment. Similarly, DC WIC, the AJCs and all partner programs conduct business outreach and engage in gathering local labor market information and industry "intelligence." To the extent practicable, OSSE agrees to share such information and intelligence with the AJC/one-stop partners so that entire system is well prepared to meet business and industry needs.

7. *Co-Enrollment/Co-Case Management*

When an OSSE provider and one or more partners serve the same customer (via the participant's co-enrollment), OSSE will work with its providers and its partners to identify opportunities to monitor customer performance, progress and outcomes, using the DC Data Vault and co-case manage activities for the customer to streamline processes and avoid duplication of effort and resources.

8. *Support Services*

OSSE will work with its providers to connect District residents to a wide range of supportive services to address their specific barriers and needs. Participants may be referred to the AJCs or other system partners, via the DC Data Vault, for supportive and other related services to address their unique circumstances.

9. *Placement Services*

To increase the range of employment opportunities for customers, OSSE agrees to work with its providers to refer District residents seeking training and/or employment to the AJCs for placement and other related services, when such services are determined as benefitting an individual.



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ATTACHMENT C

**Agreement on Resource Sharing:
AJC/One-Stop Infrastructure Agreement & Shared Systems Allocation
Costs Per Required Program**

I. Agreement on Resource Sharing

The consolidated IFA and Shared Systems Allocation Costs Per Required Program budget table in Section VII of this Attachment C includes the proportionate share of partners' contributions to the costs of the infrastructure of the District of Columbia AJCs. Partner's contribution is \$30,891.62. Failure to comply with requirements of this agreement may result in a penalty or corrective action. The Consolidated System Budget for Applicable Career Services in Section VII of this Attachment C represents services authorized to be provide under each partner's program and are paid by each individual program.

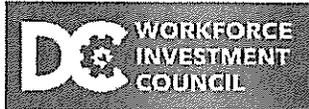
The District of Columbia cost sharing agreement has been developed via consensus with the required partners in this workforce development area. All of the applicable partners have indicated their approval by executing an MOU with the DC WIC. Based on guidance from the U.S. Department of Labor, a cost sharing agreement contains the following categories::

- Non-personnel infrastructure costs necessary for the general operation of the One-Stop Centers, including but not limited to:
 - Applicable facility costs (such as rent)
 - Costs of utilities and maintenance
 - Equipment (including assessment-related and assistive technology for individuals with disabilities); and
 - Technology to facilitate access to the One-Stop Centers, including technology used for the center's planning and outreach activities
- Additional costs:
 - Applicable Career Services to include the costs of the provision of Career Services in Section 134(c)(2), as authorized by and applicable to each partner's program. For the purpose of this cost sharing agreement, applicable career services were defined to mean the partner's costs for the delivery of applicable career services.
 - The other system costs may include any other shared services that are authorized for and commonly provided through the AJC partner programs to



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any individual, such as initial intake, assessment of needs, appraisal of basic



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skills, identification of appropriate services to meet such needs, referrals to other One-Stop partners, and business services.

The actual District of Columbia cost sharing agreement is available at Section VII of this Attachment C.

The cost sharing agreement was developed for the entire American Job Center of the District of Columbia System.

Each partner recognizes that infrastructure costs are applicable to all required partners, whether they are physically located in the American Job Center or not. Each partner's contributions to both infrastructure and additional costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the partner programs' authorizing laws and regulations and the Uniform Guidance.

The WIOA Adult, Dislocated Worker, and Youth programs, Wagner-Peyser, Jobs for Veterans State Grant, Unemployment Insurance Compensation (UI), Perkins V, Adult Education and Family Literacy Act (AEFLA) program, Vocational Rehabilitation, TANF, and Job Corp are physically co-located in the District of Columbia American Job Centers.

The Senior Community Service Employment Program run by National Caucus on Black Aging (NCBA) and the employment and training programs run by DC Housing Authority (DCHA) do not have Partner Program Staff FTEs in AJC; their services are accessible via AJC front desk staff and other cross-trained partner staff at the AJC who can assist in making referrals.

II. Cost Allocation Methodology and Steps to Reach Consensus:

The DC WIC facilitated partner meetings on November 20, 2017, January 5, 2018, and October 3, 2018, and worked with partners to achieve consensus regarding the basis for allocating costs. In the process, DC WIC identified and described several potential bases for cost allocation, and ultimately recommended the basis chosen by the partners because it seemed to most appropriately allocate costs across the partners.

The methodology for equitable distribution of costs associated with the Infrastructure Funding Agreement (IFA) will be the proportion of partners' staff FTEs among all staff at the AJC based on actual number of hours worked. The existing FTE basis for allocation skews the distribution of costs, depending on how the IFA partners source their personnel. The DOES/Office of the Chief Financial Officer (OCFO) will allocate costs based on each IFA partner's proportional share of total monthly hours worked, which



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aligns with all other cost allocation bases utilized for American Job Center operations. The DC WIC has published a policy on its website which details the cost allocation methodology and the guidance used in finalizing this agreement. (DC WIGL-2018-001



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[November 16, 2018], <https://dcworks.dc.gov/node/1372586>).

In the future, alternative allocation bases may be considered and are subject to use if the alternative methodology demonstrates a more equitable distribution of costs amongst the IFA partners.

III. IFA Partner Personnel and Data Submission:

IFA partners must submit to the DC WIC and the Fiscal Agent, DC DOES and keep current the following information, in order to determine the allocation of costs:

Personnel Information

- Number of employees reporting to the AJC
- Staff Name and Title
- AJC Location (Name and Address)
- Expected Tour of Duty
- Anticipated/Actual Staffing or Tour of Duty Changes

Data

- Biweekly hours worked/paid
- 485 Report in MS Excel (Government Entities only)
- PeopleSoft Query (Preferred if applicable)

The DOES/OCFO will use the above information to determine the IFA Partner Cost Share. The data must be signed by an authorized official from the IFA partner's finance team or executive staff upon submission.

IV. Cost Reconciliation and Billing:

The DOES/OCFO will prepare an updated expenditure or budget to actual document monthly and will prepare an invoice for each IFA partner with the actual costs allocable to each partner for the quarter.

Invoicing will occur monthly via email to the designated IFA partner point of contact. The IFA partners understand that the timeliness of the preparation and submission of invoices is contingent upon the timeliness of each partner providing the necessary cost information.

Upon receipt of the invoice, each partner will review and submit payment no later than fifteen (15) days following receipt. Partners should communicate any disputes with costs



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in the invoice in writing. The DOES/OCFO will review the disputed cost items and respond accordingly to the IFA partner within ten (10) days of receipt of notice of the disputed costs.

V. Method of Payment:

All District of Columbia government IFA partners must use Intra-District transfers to fund their portion of the IFA costs. The use of Intra-District Advances or Reimbursements is to be determined. All non-government IFA partners must reimburse quarterly via ACH or Check.

Non-District government agencies must advance their total contribution prior to quarterly invoicing to ensure reimbursement to DOES programs that frontload.

VI. Fiscal Agent Role/Responsibility:

- DOES will serve as the fiscal agent for this MOU
- Provide the estimated fixed cost budget for the American Job Center
- Create unique codes in the financial system to track expenditures/revenue for the partners
- Bill partners at least quarterly
- Reconcile expenditures/revenue at least quarterly

VII. IFA and Shared Systems Allocation Costs Tables:



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1. Parties and Purpose

The parties to this Memorandum of Understanding (MOU) are the Mayor of the District of Columbia (the District), who is its Chief Elected Official, the District of Columbia Workforce Investment Council (DC WIC), and the District of Columbia Department on Disability Services (DDS), a one-stop partner (Partner), and the District of Columbia Department of Employment Services (DOES)/ Office of the Chief Financial Officer (OCFO) as the Fiscal Agent for the Agreement on Resource Sharing (Attachment C), with responsibility for allocating funds in accordance with policies set by the DC WIC. For the purpose of this MOU, "partner" is defined as "any District agency or local provider that has signed an MOU with DC WIC and the Mayor's Office for the purpose of AJC operation under WIOA," including but not limited to the District agencies and local providers identified in this Section 5 of this MOU. The MOU provides the basis for cooperation, collaboration, and alignment, including resource sharing, pertaining to the operation of the American Job Centers (AJCs) of Washington, D.C. (also referred to as DCAJCs), which function as the one-stop workforce development service delivery system for the District.

The purpose of MOU is to:

- Define the roles and responsibilities of DC WIC and DDS, as they relate to the operation and continued development of the local workforce system, which consists of all Workforce Innovation and Opportunity Act (WIOA) required one-stop partner programs, and is led by District's network of AJCs.
- Coordinate resources and avoid duplication of effort and expenditures.
- Ensure the effective and efficient delivery of AJC and partner services.
- Enhance the workforce system and AJC services to create a seamless customer experience.
- Increase and maximize access to workforce services for individuals with barriers to employment.
- Establish coordinated processes and procedures that will, ultimately, enable partners to align and integrate programs and activities across the workforce system.

This document ensures compliance with the federal Workforce Innovation and Opportunity Act (PL 113-128) and its implementing regulations, and provides the framework to achieve shared goals between the parties to the MOU and among other workforce development system partners in the District, with regard to providing comprehensive, seamless, customer-focused delivery of employment, training and related services. The chief elected official for the District of Columbia Workforce Area is the Mayor, who must approve any MOUs entered into by the DC WIC.

2. Background

On July 22, 2014, President Obama signed WIOA into law. WIOA is designed to strengthen and improve the nation's public workforce system and help get Americans, including disconnected youth and those with significant barriers to employment, into high-quality jobs and careers and help businesses hire and retain skilled workers.

In June 2016, the U.S. Department of Labor and the U.S. Department of Education issued final regulations to implement WIOA. The regulations clarify the need and expectation to modernize the nation's workforce system and represent an integrated, job-driven approach to support communities and expand job growth.

The regulations reaffirm the role of the one-stop delivery system as the cornerstone of public workforce development programs and require organizations managing and operating federal partner programs to collaborate to support a seamless customer-focused service delivery network. The regulations further require that programs and providers co-locate, coordinate, and/or otherwise integrate resources, activities and information, so that the system as a whole is accessible for individuals and businesses alike. The ultimate goal of the system is to increase the long-term employment and earnings outcomes for individuals seeking services, especially those with significant barriers to employment.

As indicated, the MOU is an agreement developed and executed by the DC WIC, the Mayor and the one-stop partners relating to the operation of the one-stop delivery system. As the management of the American Job Center network is the shared responsibility of the WIC, the Mayor, WIOA core program partners, the required one-stop partners, other (optional) one-stop partners, and American Job Center Operator (also referred to the One-Stop Operator), the U.S. Department of Labor and other federal agencies expect partners in local workforce systems to work together in developing an MOU that demonstrates the spirit and intent of WIOA, thereby ensuring the successful integration and implementation of partner programs in American Job Centers.

The District's State Plan

In March 2016, the District submitted a Unified State Plan to the U.S. Departments of Labor and Education detailing how it will use the new law to create an innovative, comprehensive plan to move the city forward. The District's State Plan lays out specific strategies and operational components for overall workforce system improvements, focusing on five key areas: system alignment, access, performance, business alignment, and youth services. There is special attention paid toward high-growth

industries to ensure that DC residents are prepared for the jobs of today and of tomorrow.

Implementation of WIOA within the District

The District has taken a phased approach to WIOA implementation over four years (2015 through 2018), prioritizing key decisions and activities described in the District's Unified State Plan and incorporating federal guidance. Over the course of a multi-phased plan, DC WIC continues to work toward and achieve key milestones, including but not limited to: preparing and obtaining approval of the Unified State Plan, harnessing the knowledge of stakeholders through WIOA Working Groups to inform system development, developing a WIOA-compliant policy manual, procuring a WIOA-mandated One-Stop Operator, developing and executing MOUs, and implementing an AJC certification system.

3. WIOA Requirements and References

WIOA prescribes the following with regard to partners and MOUs:

- WIOA §121(c) requires that DC WIC develop and enter into a MOU with the AJC/one-stop system partners.
- WIOA §121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into an MOU with DC WIC pursuant to WIOA §121(c).
- WIOA §121(b)(1) identifies the partner programs and requires that the services and activities under each program be made available through and/or in connection with the local AJC system. The entities that receive the funds for each of these programs and/or have the responsibility to administer the respective programs in the District are required partners under WIOA §121(b)(1).
- WIOA §121(b)(1)(A)(ii) requires each core partner to use a portion of available funding to maintain the one-stop delivery system, including infrastructure costs, as determined by an analysis of benefit to the partner program.
- WIOA §121(b)(1)(A)(iv) indicates that the requirements of each partner's authorizing legislation continue to apply under the local workforce system and that participation in the AJC system is in addition to other requirements applicable to each partner's program under each authorizing law.

4. DC WIC – Roles and Responsibilities

The DC WIC, which has oversight of federal workforce funding and programming, is a private-sector led board responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an

effective workforce investment system. Members of the DC WIC, include representatives from the private sector, government officials, organized labor, youth and community groups, and organizations with workforce investment experience. The DC WIC also convenes and leads system stakeholders to ensure workforce programs and initiatives align with business needs. The DC WIC functions as the District's state and local workforce development board in accordance with the requirements of WIOA.

DC WIC is responsible for: coordination of partners within the District's workforce system in accordance with WIOA; building partnerships, including those with businesses; convening a leadership team comprised of system partners; aligning and coordinating programs; overseeing the quality and continuous improvement of the workforce system; and certifying AJCs. Some of the foregoing responsibilities will be assigned to a One-Stop Operator competitively procured by the DC WIC.

In addition, WIOA §107 requires DC WIC to:

- Develop a State Workforce Plan and coordinate its implementation across the system partners.
- Conduct Workforce Research and Regional Labor Market analysis.
- Convene, broker, and leverage local providers, stakeholders, and resources.
- Lead employer engagement to promote business representation, develop linkages, implement effective sector strategies, and ensure workforce investments support the needs of employers.
- Lead efforts to develop and implement career pathways.
- Identify and promote proven and promising practices.
- Maximize the use of technology in the provision of services to job seekers and employers.
- Conduct program oversight to ensure appropriate use, management, and investment of workforce resources.
- Negotiate local performance measures.
- Select operators and providers.
- Identify eligible providers of training and career services.
- Coordinate the delivery of core WIOA programs through the one-stop service delivery system.

DC WIC acts on behalf of the District to oversee WIOA Title I resources. Furthermore, DC WIC commits to the adoption of strategies to support talent development, job creation, income progression, business competitiveness, and expanded opportunities for citizen prosperity.



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5. Core Partners and Other One-Stop Partner Programs

WIOA describes core partner programs, required one-stop/AJC partner programs, and additional one-stop/AJC partner programs.

Core Partners: WIOA calls for strengthening the alignment of core workforce programs by imposing unified strategic planning requirements, common performance accountability measures, and requirements governing the one-stop delivery system. The core workforce programs under WIOA include:

- Adult, Dislocated Worker, and Youth Programs (Title I of WIOA)
- Adult Education and Family Literacy Act Program (Title II)
- Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III)
- Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV)

One-Stop/AJC Partner Programs: WIOA identifies the required one-stop partner programs. Generally, the entity that carries out the program serves as the one-stop partner. This may be the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in a local area. Carrying out a program or activity means that the partner is providing any of the services its grant, contract, or program requires.

The District's one-stop/AJC partner programs, which include the core partners' programs and administrators/providers are:

<i>One-Stop/AJC Partner Program</i>		<i>District Agency/Local Provider</i>
<i>U.S. Department of Labor Programs</i>		
1.	<i>Adult (WIOA Title I formula)</i>	Department of Employment Services
2.	<i>Dislocated Worker (WIOA Title I formula)</i>	Department of Employment Services
3.	<i>Youth (WIOA Title I formula)</i>	Department of Employment Services
4.	<i>Job Corps (WIOA Title I)</i>	Potomac Job Corps Center – Exceed Corporation
5.	<i>Senior Community Service Employment Program (Title V of the Older Americans Act of 1965)</i>	Department of Employment Services <i>and</i> National Caucus on Black Aging
6.	<i>Trade Adjustment Assistance activities (Trade Act of 1974, as amended)</i>	Department of Employment Services
7.	<i>Jobs for Veterans State Grants</i>	Department of Employment Services



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	(Chapter 41 of Title 38)	
8.	Unemployment Compensation programs	Department of Employment Services
9.	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA Title III	Department of Employment Services
U.S. Department of Education Programs		
11.	Adult Education and Family Literacy Act (AEFLA) program (WIOA Title II)	Office of the State Superintendent of Education
12.	State VR program, authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV	Department on Disability Services
13.	Career technical education programs at the postsecondary level, authorized under Carl D. Perkins Career and Technical Education Act of 2006	Office of the State Superintendent of Education
U.S. Department of Health and Human Services Programs		
14.	Programs authorized under the Social Security Act Title IV, part A (TANF)	Department of Human Services
15.	Community Services Block Grant Employment and Training activities (Community Services Block Grant Act)	Department of Human Services
U.S. Department of Housing and Urban Development Programs		
16.	Employment and training programs	District of Columbia Housing Authority

Additional One-Stop/AJC Partner Programs: WIOA indicates that, with the approval of the local workforce board and the Chief Local Elected Official, other appropriate Federal, State or local programs may become partners in the local workforce system. In the event that the DC WIC and the Mayor approve the addition of other partners, MOUs will be developed with each.

6. The District's American Job Centers

The following locations comprise the District's network of AJCs:

Comprehensive Center: 4058 Minnesota Ave., NE Washington, DC 20019	Affiliate Center: 2330 Pomeroy Road, SE Washington, DC 20020
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Affiliate Center: 5171 South Dakota Ave., NE Washington, DC 20017	Affiliate Center: 2000 14th St., NW, 3rd Floor Washington, DC 20009
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7. System Access via the Internet

DC WIC will work with the District's Department of Employment Services (to ensure on-going operation of the AJC customer access website: dcnetworks.org, which provides resources for job seekers and businesses. In addition, all partners are encouraged to promote the system and the full range of other partners via their websites through hyperlinks and information about system programs.

8. Service Delivery

The District's workforce system and AJC network has been established by DC WIC in accordance with WIOA and the Unified State Plan. WIOA §121 (b)(1)(B) identifies the programs, services, and related activities that must be provided through the workforce development delivery system. The State Plan further identifies programs that must be accessible through the AJC system. Attachment A, AJC and One-Stop System Services, describes services available at AJCs and serves as the framework for system service delivery in the District.

In all centers, Basic and Individualized Career Services are provided to assist participants in evaluating and determining their career plans and service requirements. Where new or increased skills are required to achieve the plan, assistance with access to training and education services are available.

Business services are intended to assure that the training and support provided to job seekers also align with the needs of the District's employers for recruiting, training, and retaining talent, and supports career pathways for job seekers. The DC WIC is responsible for coordinating these activities to assure the desired outcomes.

Attachment B, Shared System Services/Roles and Responsibilities, describes the ways in which DDS supports the AJCs and overall workforce system services.

9. General Partner Responsibilities

The parties agree to work collaboratively to carry out the provisions of this MOU and advance the quality and effectiveness of the workforce system. In addition, the parties agree to:

- Continuous partnership building.
- Participate in continuous improvement activities.
- Making available to customers, through the AJCs, the services that are applicable to partner's programs.
- Participate in the operation of the AJC system, consistent with the terms of the MOU, the Unified State Plan, and requirements of applicable law.
- Participate in staff capacity-building and development, including but not limited to cross-training between partner staff.
- Develop, offer and deliver quality business services that assist targeted industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.

Specific responsibilities of DDS are described in Attachment B, Shared System Services/Roles and Responsibilities.

10. DDS Programs and Services

DDS is committed to delivering services through and in connection with the AJC system in accordance with WIOA, the Unified State Plan, and DC WIC policies, as applicable. DDS programs covered by this commitment and MOU include:

- The Vocational Rehabilitation program, authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV

Further information on the role of DDS is outlined in Attachment B.

11. Methods for Referring Customers

The referral process includes a commitment of the parties to the MOU and all other AJC/one-stop partners to implement processes for the referral of customers to services provided on-site at the AJCs and at other locations. At a minimum, the referral process between the AJCs and the one-stop partners will:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding AJC programs, services, activities, and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally, or through other means determined in cooperation with partners and operators.

- Describe how each AJC partner will provide a direct link or access to other AJC partner staff that can provide meaningful information or service, through the use of colocation, cross training of AJC staff, or real-time technology (two-way communication and interaction with AJC partners that results in services needed by the customer).
- Strive to share referral information among the AJCs and each individual partner under a process to be defined by the One-Stop Operator.

12. System Accessibility and Inclusiveness

The District's AJC system is designed to be universally accessible, customer-centered, and able to offer training and related resources that are driven by the needs of the local economy. The DC WIC is committed to ensuring high quality services for job seekers of all skill levels, but especially low-income and other underserved residents, including those receiving public assistance, those with disabilities, and individuals with low basic skills.

Through this MOU, the DC WIC and DDS commit to working together to focus efforts and resources to ensure the needs of job seekers and workers with barriers to employment are effectively addressed in the AJC system. This necessitates that the parties work together to prioritize services and increase outreach to individuals with barriers to employment, a group that includes members of the following populations:

- Low-income persons
- Basic skills deficient
- Returning citizens
- Individuals with disabilities
- English language learners
- Homeless persons
- Public housing residents
- Public assistance recipients
- Youth disconnected from school and/or work
- Others with significant barriers to employment

13. Equal Opportunity

The parties agree to comply with all applicable federal and local nondiscrimination laws. The parties shall not unlawfully discriminate against any customer, applicant for employment, or employee of a party to this MOU or other entity. The parties shall adhere to the policies, procedures, and guidance issued by District, other partner agencies, and the DC WIC regarding equal opportunity, nondiscrimination, and



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increased accessibility. Nothing in this Section shall be construed as limiting the parties' agreement to increase and maximize access for individuals with barriers to employment.

14. Resource Sharing

In accordance with WIOA §121 and implementing regulations, each partner must use a portion of its funds to support applicable career services and AJC infrastructure costs. Attachment C, Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services, identifies the specific infrastructure/shared costs and the method by which those costs will be supported by DDS in accordance with WIOA and federal cost principles, which require that all costs must be allowable, reasonable, necessary, and allocable to the program as well as all other applicable legal requirements. The DC WIC is responsible for managing the Infrastructure Funding Agreement, which is part of the Agreement on Resource Sharing, as well as collecting and disbursing the shared resources outlined within the Agreement.

The Office of the Chief Financial Officer (OCFO) at DOES will serve as the Fiscal Agent for purposes of the Agreement on Resource Sharing (Attachment C) with responsibility for allocating funds for infrastructure costs and in accordance with the partners' efforts to achieve consensus.

15. Appeals

If an AJC/one-stop partner and the DC WIC cannot reach agreement on contribution to infrastructure costs, and the AJC/one-stop partner and the DC WIC cannot agree on resolution of the dispute by OCFO, then the matter will be referred for resolution to the Mayor, the decision of whom shall be final.

16. Confidentiality Requirements and Development of Data Sharing Strategies

WIOA, the DC WIC and the Unified State Plan support alignment and integration of programs and services to better serve common customers. Sharing customer service-level data between partner organizations is a goal of the system. In furtherance of this goal, DDS commits to work with DC WIC and other system partners to identify strategies and approaches to data sharing. The data sharing agreement that DOES currently has in place with other District agencies, including the Office of the State Superintendent of Education (OSSE), can provide a foundation for development of data sharing arrangements across all partners within the local workforce system.

The parties agree to comply with provisions of WIOA, the Wagner-Peyser Act, the Rehabilitation Act of 1973, and the Adult Education and Family Literacy Act, and any other

applicable requirements of the District or federal law to assure that customer information shall be shared solely for the purpose of enrollment, referral, or provision of services. When required under applicable law, a release of information will be obtained from the customer before sharing confidential protected information. In carrying out its respective responsibilities, each party shall respect and abide by the confidentiality policies, procedures, and guidance of the other parties.

17. Term and Renewal

The performance under this MOU shall commence on October 1, 2019, and shall terminate on September 30, 2020, unless previously terminated or updated pursuant to the terms of this MOU. The MOU may be extended for up to two additional one-year terms upon agreement from all parties. The MOU shall be reviewed and renewed not less than once every three years.

18. Modifications, Amendments, and Termination

This instrument constitutes the entire agreement between the Parties, and all oral or written agreements between the Parties relating to the subject matter of this Agreement that were made prior to the execution of this Agreement have been reduced to writing and are contained herein. This Agreement supersedes and replaces all prior agreements between the Parties relating to this subject matter. Any prior agreements are hereby terminated.

This MOU may be modified, revised, or amended by mutual written consent of all the signatory Parties. A written request must be submitted to the named parties. The modification shall not be effective unless agreed to in writing by all parties in an Amendment to this MOU, properly executed and approved in accordance with applicable law and fiscal requirements.

The MOU will remain in effect in accordance with the expressed term, unless:

- All Parties mutually agree to terminate this MOU prior to the end date.
- Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
- WIOA is repealed or superseded by subsequent federal law.
- A party breaches any provision of this MOU and such breach is not resolved within thirty (30) days of receiving written notice from DC WIC. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice



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thereof to the party in breach, upon which termination will go into effect immediately.

- In the event of termination, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

Any party may request to terminate its inclusion in this MOU by providing written notice to all other parties.

19. Anti-Deficiency Considerations

The Parties acknowledge and agree the District is not authorized to make any obligations in advance or in the absence of lawfully available appropriations 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 (2007), (iii) D.C. Official Code § 47-105 (2005), and (iv) D.C. Official Code § 1-204.46 (2007 Supp.), as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

20. Point of Contact

The main point of contact for the MOU is:

Executive Director
DC Workforce Investment Council
2235 Shannon Pl., SE, Suite 3031
Washington, DC 20020

21. Attachments to the MOU

The following attachments are incorporated into the MOU:

- A. AJC and One-Stop System Services
- B. DDS – Shared System Services/Roles and Responsibilities
- C. Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services

22. Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing:

Chief Elected Official, District of Columbia

Unique Morris-Hughes Designee for Mayor Muriel Bowser		1/6/20
Name	Signature	Date

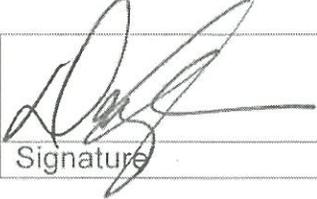
Executive Director, Workforce Investment Council

Ahnna Smith		1/8/20
Name	Signature	Date

Director, District of Columbia Department on Disability Services

Andrew P. Reese		12/9/19
Name	Signature	Date

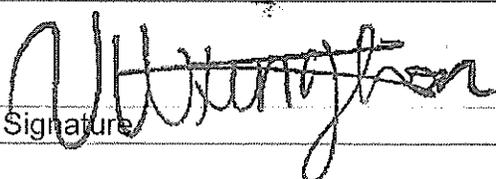
Deputy Director, DC Rehabilitation Services Administration

Darryl Evans		12/9/2019
Name	Signature	Date

Deputy Director, Workforce & Federal Programs, Department of Employment Services



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Vanessa Weatherington		1/3/20 20
Name	Signature	Date

AJC and One-Stop System Services

Workforce Innovation and Opportunity Act
One-Stop Delivery System Memorandum of Understanding

One-Stop System Services

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services.

Career Services: Career services for adults and dislocated workers are available at all DCAJCs. U.S. DOL has identified three types of career services:

- Basic career services;
- Individualized career services; and
- Follow-up services.

Basic Career Services: Basic career services must be made available and, at a minimum, must include the following:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information, and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
 - job search and placement assistance and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
 - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- Provision of referrals to, and coordination of activities with, other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;

- Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information, in usable and understandable formats and languages, about how the Board¹ is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;
- Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Career Services: Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; WIOA §134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. To avoid duplication of services, WIOA allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by AJCC representatives and must have been completed within the previous six months
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including information regarding eligible training providers;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experience that are linked to careers;
- Workforce preparation activities;

¹ Within the District, the DC WIC.

- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance; and
- English language acquisition and integrated education and training programs.

Follow-up Services: These services must be made available, as appropriate (including counseling regarding the workplace) for participants in adult or dislocated worker activities that are placed in unsubsidized employment for a minimum of twelve (12) months after the first day of employment.

Training Services: WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Examples of training services include:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training (OJT), including registered apprenticeship;
- Incumbent worker training in accordance with WIOA §134(d)(4);
- Workplace training and cooperative education programs;
- Private sector training programs;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs in accordance with WIOA §134(d)(5);
- Job readiness training provided in combination with other training described above;
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

WIOA clarifies that there is no sequence of service requirement in order to receive training. However, DOL has indicated that, at minimum, to be eligible for training, an individual must receive an interview, evaluation or assessment, and career planning or any other method through which the one-stop operator/partner can obtain enough information to make an eligibility determination for training services. Where appropriate, a recent interview, evaluation, or assessment may be used for the assessment purpose.

Business Services: The District's AJCs are part of a business-focused system. Examples of system services to serve business customers include:

- Customized screening and referral of qualified participants in training services to employers



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- Customized employment-related services to employers, employer associations, or similar organizations on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act
- Work-based learning activities, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Activities to provide business services and strategies that meet the workforce investment needs of employers, as determined by the Board and consistent with the local plan.

ATTACHMENT B

**District of Columbia Department on Disability Services (DDS):
Shared System Services/Roles and Responsibilities**

DDS provides the residents of the District of Columbia with information, oversight, and coordination of services for people with disabilities and those who support them, such as service providers and employers. Through its Rehabilitation Services Administration (RSA), DDS focuses on employment, ensuring that persons with disabilities achieve a greater quality of life by obtaining, sustaining, and advancing in employment, economic self-sufficiency and independence. RSA achieves this through employment marketing and placement services, vocational rehabilitation, and inclusive business enterprises.

Once a customer's eligibility for services is established, a Vocational Rehabilitation Counselor assists the person to develop an Individualized Plan for Employment (IPE). The IPE identifies the customer's vocational goal and the services that will be provided in order to achieve that goal. To help people with disabilities obtain employment, RSA provides comprehensive rehabilitation services, which may include: information and referral, assessment services, counseling and guidance, physical restoration, vocational training or other post-secondary education, job search, job placement and job coaching, and supported employment. RSA assists persons with disabilities to locate employment by developing and maintaining close relationships with local businesses.

Person-centered thinking is a service philosophy that supports positive control and self-direction of people's own lives. DDS is implementing this through training sessions and other agency-wide initiatives.

The following information summarizes DDS's role within the District's one-stop/AJC system:

- Shared System Design and Access
- Shared System Knowledge
- Shared Services and Customers

Shared System Design and Access

With regard to system design and access, the system partners and DC WIC agree to use of the following terms to characterize the participation of DDS and other system partners within the local AJC system:

- Co-Location: DDS has allocated sufficient staff to ensure a full-time physical presence at each of the four AJCs, as space and resources permit. Currently, the

agency has a full-time presence at all four of the AJCs which are filled by various DDS counselors and Employment Coordinator staff.

- Electronic Connection: Providing AJC customers direct linkages to partner services to through use of various web-based technology applications, along with using web connections to provide partners' customers access to the AJCs and system partner information and services.

DDS representatives are co-located at the four AJCs located within the District. Currently, DDS's presence at each site is 1 full-time equivalent position, which is are filled by various DDS counselors and staff.

DDS will, principally, participate in the system through electronic connection, including using hyperlinks on its own website to link participants to the AJCs and to system partners' websites, including to the DOES Virtual One Stop (VOS) system and the OSSE Data Vault. In addition, DDS customers may use dcnetworks.org to access system information and services.

Shared System Knowledge

DDS agrees to participate in cross-training partner program staff to increase system capacity. This will include:

- Providing content to be used in training of partner managers and staff about the programs and services offered by DDS. Such content will, at a minimum, include information about types of services offered, program and service eligibility requirements, application processes, and information on outcomes.
- Assisting with the delivery of training, which may include providing content suitable for electronic media format (e.g. PowerPoint, on-line video) or in-person or webcast presentations to partner representatives.
- Participating in training developed and/or provided by all District one-stop system partner agencies listed in Section 5 of the MOU. Such participation may occur through attendance at in-person sessions or by viewing web-based content.

Shared Systems and Customers

As a partner in the District's workforce development delivery system and with its network of AJCs, DDS is committed to working with the DC WIC, DOES (which manages the AJCs), and the full range of system partners to devise, implement, and continuously improve workforce strategies benefitting residents and businesses in Washington, D.C. As an extension of this commitment, DDS agrees to participate in

meetings and activities organized by the One-Stop Operator, which is contracted by the WIC to manage partner activities within the centers and across the local workforce system.

DDS's role in the coordinated delivery of AJC services will include the following services, participation, and collaboration:

1. *Outreach and Recruitment*

While DDS targets specific individuals (such as those with a physical or mental disability that poses a substantial barrier to employment), its messages reach a broad cross section of District residents. Therefore, the agency can provide candidates (including those not using its services) with information on the services of the AJCs and the system's partner programs. Information will be provided via web-based media, print materials, and verbal communications.

2. *Intake*

As DDS representatives conduct intake for its programs, it agrees to identify individuals that may be eligible for and/or interested in AJC services or those of the system partners. Such individuals will be referred in accordance with the process summarized under item 5, below.

3. *Orientation*

Similar to candidate information derived from outreach and intake processes, orientation and information sessions led by DDS provide a venue and/or opportunity to share with District residents, information about other programs and services for which they may be qualified. For those who may benefit from AJC or partner programs, DDS will make appropriate referrals in accordance with the process summarized under item 5, below.

4. *Initial Assessment*

To the extent permitted by rules governing the funding under which it operates, DDS may provide the AJCs and other partners with results of assessments in which residents participate. In cases where residents apply for services from another system partner, this process may help to avoid duplication of effort. Sharing of assessment results will require a release signed by the affected individuals.

5. *Cross Referrals*

As indicated in Section 11 of the MOU, cross referrals among the District's workforce

system partners are critical to the goals of collaboration and alignment of programs and to ensuring that services are customer-focused. While the partners will work with the One-Stop Operator to develop specific details for managing and tracking referrals; DDS and the other system partners agree to the following:

- Referrals will be made when services of a partner program can fulfill an unmet need of an applicant/participant;
- Referrals will be made via a "hard hand-off," under which DDS will refer individuals to a specific contact person at a partner agency and will provide assistance in scheduling an appointment, if possible; and
- Referrals made will be recorded and shared with the One-Stop Operator.

DDS has a number of active referral relationships with District agencies that are partners in the local workforce development system (e.g. DOES, OSSE, and Department of Human Services). DDS process may provide a model for partners in making referrals across the system.

6. *Sharing of Local Market Intelligence*

In support of its various employment programs and activities, DDS regularly communicates with businesses to help inform its efforts to train and place residents in employment. Similarly, DC WIC, the AJCs and all partner programs conduct business outreach and engage in gathering local labor market information and industry "intelligence." To the extent practicable, the DDS agrees to share such information and intelligence with the AJC/one-stop partners so that entire system is well prepared to meet business and industry needs.

7. *Co-Enrollment/Co-Case Management*

When DDS and one or more other partners serve the same customer (via the participant's co-enrollment), the partners agree to identify opportunities to co-case manage activities to streamline processes and avoid duplication of effort and resources.

8. *Support Services*

DDS directly provides or otherwise connects its customers to a wide range of support services, including transportation and assistance technology and other forms of training and workplace aids, among others. Participants may be referred to the AJCs or other system partners for other services to address their unique needs.



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9. *Placement Services*

To increase the range of employment opportunities for customers, DDS agrees to refer those seeking employment to the AJCs for placement services and support, when such services are determined as benefitting an individual.



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ATTACHMENT C

**Agreement on Resource Sharing:
AJC/One-Stop Infrastructure Agreement & Shared Systems Allocation
Costs Per Required Program**

I. Agreement on Resource Sharing

The consolidated IFA and Shared Systems Allocation Costs Per Required Program budget table in Section VII of this Attachment C includes the proportionate share of partners' contributions to the costs of the infrastructure of the District of Columbia AJCs. Partner's contribution is \$93,847.21. Failure to comply with the requirements of this agreement may result in a penalty or corrective action. The Consolidated System Budget for Applicable Career Services in Section VII of this Attachment C represents services authorized to be provide under each partner's program and are paid by each individual program.

The District of Columbia cost sharing agreement has been developed via consensus with the required partners in this workforce development area. All of the applicable partners have indicated their approval by executing an MOU with the DC WIC. The cost sharing agreement consists of:

- Non-personnel infrastructure costs necessary for the general operation of the One-Stop Centers, including but not limited to:
 - Applicable facility costs (such as rent)
 - Costs of utilities and maintenance
 - Equipment (including assessment-related and assistive technology for individuals with disabilities); and
 - Technology to facilitate access to the One-Stop Centers, including technology used for the center's planning and outreach activities
- Additional costs:
 - Applicable Career Services to include the costs of the provision of Career Services in Section 134(c)(2), as authorized by and applicable to each partner's program. For the purpose of this cost sharing agreement, applicable career services were defined to mean the partner's costs for the delivery of applicable career services.
 - The other system costs may include any other shared services that are authorized for and commonly provided through the AJC partner programs to any individual, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other One-Stop partners, and business services.



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The cost sharing agreement was developed for the entire American Job Center of the



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District of Columbia System.

Each partner recognizes that infrastructure costs are applicable to all required partners, whether they are physically located in the American Job Center or not. Each partner's contributions to both infrastructure and additional costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the partner programs' authorizing laws and regulations and the Uniform Guidance.

The WIOA Adult, Dislocated Worker, and Youth programs, Wagner-Peyser, Jobs for Veterans State Grant, Unemployment Insurance Compensation (UI), Carl D. Perkins, Adult Education and Family Literacy Act (AEFLA) program, Vocational Rehabilitation, TANF, and Job Corp are physically co-located in the District of Columbia American Job Centers.

The Senior Community Service Employment Program run by National Caucus on Black Aging (NCBA) and the employment and training programs run by DC Housing Authority (DCHA) do not have Partner Program Staff FTEs in AJC; their services are accessible via AJC front desk staff and other cross-trained partner staff at the AJC who can assist in making referrals.

II. Cost Allocation Methodology and Steps to Reach Consensus:

The DC WIC facilitated partner meetings on November 20, 2017, January 5, 2018, and October 3, 2018, and worked with partners to achieve consensus regarding the basis for allocating costs. In the process, DC WIC identified and described several potential bases for cost allocation, and ultimately recommended the basis chosen by the partners because it seemed to most appropriately allocate costs across the partners.

The methodology for equitable distribution of costs associated with the Infrastructure Funding Agreement (IFA) will be the proportion of partners' staff FTEs among all staff at the AJC based on actual number of hours worked. The existing FTE basis for allocation skews the distribution of costs, depending on how the IFA partners source their personnel. The DOES/Office of the Chief Financial Officer (OCFO) will allocate costs based on each IFA partner's proportional share of total monthly hours worked, which aligns with all other cost allocation bases utilized for American Job Center operations. The DC WIC has published a policy on its website which details the cost allocation methodology and the guidance used in finalizing this agreement. (DC WIGL-2018-001 [November 16, 2018], <https://dcworks.dc.gov/node/1372586>).

In the future, alternative allocation bases may be considered and are subject to use if the alternative methodology demonstrates a more equitable distribution of costs amongst the IFA partners.

III. IFA Partner Personnel and Data Submission:

IFA partners must submit to the DC WIC and the Fiscal Agent, DC DOES and keep current the following information, in order to determine the allocation of costs:

Personnel Information

- Number of employees reporting to the AJC
- Staff Name and Title
- AJC Location (Name and Address)
- Expected Tour of Duty
- Anticipated/Actual Staffing or Tour of Duty Changes

Data

- Biweekly hours worked/paid
- 485 Report in MS Excel (Government Entities only)
- PeopleSoft Query (Preferred if applicable)

The DOES/OCFO will use the above information to determine the IFA Partner Cost Share. The data must be signed by an authorized official from the IFA partner's finance team or executive staff upon submission.

IV. Cost Reconciliation and Billing:

The DOES/OCFO will prepare an updated expenditure or budget to actual document monthly and will prepare an invoice for each IFA partner with the actual costs allocable to each partner for the quarter.

Invoicing will occur monthly via email to the designated IFA partner point of contact. The IFA partners understand that the timeliness of the preparation and submission of invoices is contingent upon the timeliness of each partner providing the necessary cost information.

Upon receipt of the invoice, each partner will review and submit payment no later than fifteen (15) days following receipt. Partners should communicate any disputes with costs in the invoice in writing. The DOES/OCFO will review the disputed cost items and respond accordingly to the IFA partner within ten (10) days of receipt of notice of the disputed costs.



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**Required Consolidated System Budget for "Applicable Career Services"*

Basic Career Services	T1 ADULT	T1 YOUTH	T1 YOUTH	T1 YOUTH	T1 YOUTH	T1 YOUTH	T1 YOUTH	Other Part	T1 YOUTH	Job Corps	Technical	T1 YOUTH	Comm Act	Housing	UI	NSF	Other Part
Te Program Eligibility	✓	✓		✓	✓	✓	✓										
Outreach, Intake, Orient	✓	✓		✓	✓	✓	✓										
Initial Assessment	✓	✓		✓	✓	✓	✓										
Labor Supply/Job Search	✓	✓		✓	✓	✓	✓										
Referrals to Partners	✓	✓		✓	✓	✓	✓										
UI#	✓	✓		✓	✓	✓	✓										
Performance/Outlets	✓	✓		✓	✓	✓	✓										
Support Services/Info	✓	✓		✓	✓	✓	✓										
UI #2/Assistance	✓	✓		✓	✓	✓	✓										
Financial Advice	✓	✓		✓	✓	✓	✓										
Individual Career Services	T1 ADULT	T1 YOUTH	T1 YOUTH	T1 YOUTH	T1 YOUTH	T1 YOUTH	T1 YOUTH	Other Part	T1 YOUTH	Job Corps	Technical	T1 YOUTH	Comm Act	Housing	UI	NSF	Other Part
Comp Assessment	✓	✓		✓	✓	✓	✓										
ES	✓	✓		✓	✓	✓	✓										
Career Plan/Coaching	✓	✓		✓	✓	✓	✓										
Short-Term Training	✓	✓		✓	✓	✓	✓										
Workplace/Work Experience	✓	✓		✓	✓	✓	✓										
Out-of-Area Job Search	✓	✓		✓	✓	✓	✓										
Financial Literacy	✓	✓		✓	✓	✓	✓										
ET/ELA	✓	✓		✓	✓	✓	✓										
Workforce Preparation	✓	✓		✓	✓	✓	✓										
	T1 ADULT	T1 YOUTH	T1 YOUTH	T1 YOUTH	T1 YOUTH	T1 YOUTH	T1 YOUTH	Other Part	T1 YOUTH	Job Corps	Technical	T1 YOUTH	Comm Act	Housing	UI	NSF	Other Part
	\$5,279,084.00	\$1,642,877.00	\$55,374	\$1,503,000	\$1,471,227.00	\$110,000	\$300,000	\$1,000	\$0	\$1,000	\$122,000	\$0	\$0	\$18,350	\$218,167	\$2,612,000	\$
Consolidated budget total of career services delivered through the One-Stop system																	

*Applicable Career Services services authorized to be provided under each partner's program and be paid by each individual program.



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1. Parties and Purpose

The parties to this Memorandum of Understanding (MOU) are the Mayor of the District of Columbia (the District), who is its Chief Elected Official, the District of Columbia Workforce Investment Council (DC WIC), and the University of the District of Columbia (the University), a one-stop partner (Partner), and the District of Columbia Department of Employment Services (DOES)/ Office of the Chief Financial Officer (OCFO) as the Fiscal Agent for the Agreement on Resource Sharing (Attachment C), with responsibility for allocating funds in accordance with policies set by the DC WIC. For the purpose of this MOU, "partner" is defined as "any District agency or local provider that has signed an MOU with DC WIC and the Mayor's Office for the purpose of AJC operation under WIOA," including but not limited to the District agencies and local providers identified in this Section 5 of this MOU. The MOU provides the basis for cooperation, collaboration, and alignment, including resource sharing, pertaining to the operation of the American Job Centers (AJCs) of Washington, DC, which function as the one-stop workforce development service delivery system for the District.

The purpose of MOU is to:

- Define the roles and responsibilities of DC WIC and the University, as they relate to the operation and continued development of the local workforce system, which consists of all Workforce Innovation and Opportunity Act (WIOA) required one-stop partner programs, and is led by the District's network of AJCs.
- Coordinate resources and avoid duplication of effort and expenditure.
- Ensure the effective and efficient delivery of AJC and partner services.
- Enhance the workforce system and AJC services to create a seamless customer experience.
- Increase and maximize access to workforce services for individuals with barriers to employment.
- Establish coordinated processes and procedures that will, ultimately, enable partners to align and integrate programs and activities across the workforce system.

This document ensures compliance with the federal Workforce Innovation and Opportunity Act (PL 113-128) and its implementing regulations, and provides the framework to achieve shared goals between the parties to the MOU and among other workforce development system partners in the District, with regard to providing comprehensive, seamless, customer-focused delivery of employment, training and related services.

2. Background

On July 22, 2014, President Obama signed WIOA into law. WIOA is designed to strengthen and improve the nation's public workforce system and help get Americans, including disconnected youth and those with significant barriers to employment, into high-quality jobs and careers and help businesses hire and retain skilled workers.

In June 2016, the U.S. Department of Labor and the U.S. Department of Education issued final regulations to implement WIOA. The regulations clarify the need and expectation to modernize the nation's workforce system and represent an integrated, job-driven approach to support communities and expand job growth.

The regulations reaffirm the role of the one-stop delivery system as the cornerstone of public workforce development programs and require organizations managing and operating federal partner programs to collaborate to support a seamless customer-focused service delivery network. The regulations further require that programs and providers co-locate, coordinate, and/or otherwise integrate resources, activities and information, so that the system as a whole is accessible for individuals and businesses alike. The ultimate goal of the system is to increase the long-term employment and earnings outcomes for individuals seeking services, especially those with significant barriers to employment.

As indicated, the MOU is an agreement developed and executed by the DC WIC, the Mayor and the one-stop partners relating to the operation of the one-stop delivery system. As the management of the American Job Center network is the shared responsibility of the WIC, the Mayor, WIOA core program partners, the required one-stop partners, other (optional) one-stop partners, and American Job Center Operator (also referred to the One-Stop Operator), the U.S. Department of Labor and other federal agencies expect partners in local workforce systems to work together in developing an MOU that demonstrates the spirit and intent of WIOA, thereby ensuring the successful integration and implementation of partner programs in American Job Centers.

The District's State Plan

In March 2016, the District submitted a Unified State Plan to the U.S. Departments of Labor and Education detailing how it will use the new law to create an innovative, comprehensive plan to move the city forward. The District's State Plan lays out specific strategies and operational components for overall workforce system improvements, focusing on five key areas: system alignment, access, performance, business alignment, and youth services. There is special attention paid toward high-growth industries to ensure that DC residents are prepared for the jobs of today and of

tomorrow.

The District's Workforce Investment Council (DC WIC)

The DC WIC, which has oversight of federal workforce funding and programming, is a private-sector led board responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an effective workforce investment system. Members of the DC WIC, include representatives from the private sector, government officials, organized labor, youth and community groups, and organizations with workforce investment experience. The DC WIC also convenes and leads system stakeholders to ensure workforce programs and initiatives align with business needs. The DC WIC functions as the District's State and local workforce development board in accordance the requirements of WIOA.

Implementation of WIOA within the District

The District is taking a phased approach to WIOA implementation over four years (2015 through 2018), prioritizing key decisions and activities described in the District's Unified State Plan and incorporating federal guidance. Over the course of a multi-phased plan, DC WIC continues to work toward and achieve key milestones, including but not limited to: preparing and obtaining approval of the Unified State Plan; harnessing the knowledge of stakeholders through WIOA Working Groups to inform system development; developing a WIOA-compliant policy manual; procuring a WIOA-mandated One-Stop Operator; developing and executing MOUs; and implementing an AJC certification system.

3. WIOA Requirements and References

WIOA prescribes the following with regard to partners and MOUs:

- WIOA Section 121(c) requires that DC WIC develop and enter into a memorandum of understanding with the AJC/one-stop system partners.
- WIOA Section 121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into an MOU with DC WIC pursuant to WIOA Section 121(c).
- WIOA Section 121(b)(1) identifies the partner programs and requires that the services and activities under each program be made available through and/or in connection with the local AJC system. The entities that receive the funds for each of these programs and/or have the responsibility to administer the respective programs in the District are required partners under WIOA Section 121(b)(1).

- WIOA Section 121(b)(1)(A)(ii) requires each core partner to use a portion of available funding to maintain the one-stop delivery system, including infrastructure costs, as determined by an analysis of benefit to the partner program.
- WIOA Section 121(b)(1)(A)(iv) indicates that the requirements of each partner's authorizing legislation continue to apply under the local workforce system and that participation in AJC system is in addition to other requirements applicable to each partner's program under each authorizing law.

4. DC WIC – Roles and Responsibilities

DC WIC is responsible for: coordination of partners within the District's workforce system in accordance with WIOA; building partnerships, including those with businesses; convening a leadership team comprised of system partners; aligning and coordinating programs; overseeing the quality and continuous improvement of the workforce system; and certifying AJCs. Some of the foregoing responsibilities will be assigned to a One-Stop Operator competitively procured by the DC WIC.

In addition, WIOA Section 107 requires DC WIC to:

- Develop a State Workforce Plan and coordinate its implementation across the system partners.
- Conduct Workforce Research and Regional Labor Market analysis.
- Convene, broker and leverage local providers, stakeholders and resources.
- Lead employer engagement to promote business representation, develop linkages, implement effective sector strategies, and ensure workforce investments support the needs of employers.
- Lead efforts to develop and implement career pathways.
- Identify and promote proven and promising practices.
- Maximize the use of technology in the provision of services to job seekers and employers.
- Conduct program oversight to ensure appropriate use, management and investment of workforce resources.
- Negotiate local performance measures.
- Select operators and providers.
- Identify eligible providers of training and career services.
- Coordinate the delivery of core WIOA programs through the one-stop service delivery system.

DC WIC acts on behalf of the District to administer WIOA Title I resources. Furthermore,



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DC WIC commits to the adoption of strategies to support talent development, job creation, income progression, business competitiveness and expanded opportunities for citizen prosperity.

5. Core Partners and Other One-Stop Partner Programs

WIOA describes core partner programs, required one-stop/AJC partner programs and additional one-stop/AJC partner programs.

Core Partners: WIOA calls for strengthening the alignment of core workforce programs by imposing unified strategic planning requirements, common performance accountability measures, and requirements governing the one-stop delivery system. The core workforce programs under WIOA include:

- Adult, Dislocated Worker and Youth Programs (Title I of WIOA)
- Adult Education and Family Literacy Act Program (Title II)
- Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III)
- Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV)

One-Stop/AJC Partner Programs: WIOA identifies the required one-stop partner programs. Generally, the entity that carries out the program serves as the one-stop partner. This may be the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in a local area. Carrying out a program or activity means that the partner is providing any of the services its grant, contract, or program requires.

The District's one-stop/AJC partner programs, which include the core partners programs and administrators/providers are:

<i>One-Stop/AJC Partner Program</i>		<i>District Agency/Local Provider</i>
U.S. Department of Labor Programs		
1.	Adult (<i>WIOA title I formula</i>)	Department of Employment Services
2.	Dislocated Worker (<i>WIOA title I formula</i>)	Department of Employment Services
3.	Youth (<i>WIOA title I formula</i>)	Department of Employment Services
4.	Job Corps (<i>WIOA title I</i>)	Potomac Job Corps Center – Exceed Corporation
5.	Senior Community Service Employment Program (<i>title V of the Older Americans Act of 1965</i>)	Department of Employment Services <i>and</i> National Caucus on Black Aging



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6.	Trade Adjustment Assistance activities (<i>Trade Act of 1974, as amended</i>)	Department of Employment Services University of the District of Columbia
7.	Jobs for Veterans State Grants (<i>Chapter 41 of title 38</i>)	Department of Employment Services
8.	Unemployment Compensation programs	Department of Employment Services
9.	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA title III	Department of Employment Services
<i>U.S. Department of Education Programs</i>		
11.	Adult Education and Family Literacy Act (<i>AEFLA</i>) program (<i>WIOA title II</i>)	Office of the State Superintendent of Education
12.	State VR program, authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV	Department on Disability Services
13.	Career technical education programs at the postsecondary level, authorized under Carl D. Perkins Career and Technical Education Act of 2006	Office of the State Superintendent of Education
		University of the District of Columbia
<i>U.S. Department of Health and Human Services Programs</i>		
14.	Programs authorized under the Social Security Act title IV, part A (<i>TANF</i>)	Department of Human Services
15.	Community Services Block Grant Employment and Training activities (<i>Community Services Block Grant Act</i>)	Department of Human Services
<i>U.S. Department of Housing and Urban Development Programs</i>		
16.	Employment and training programs	District of Columbia Housing Authority

Additional One-Stop/AJC Partner Programs: WIOA indicates that, with the approval of the local workforce board and the Chief Local Elected Official, other appropriate Federal, State or local programs may become partners in the local workforce system. In the event that the DC WIC and the Mayor approve the addition of other partners, MOUs will be developed with each.

6. The District's American Job Centers

The following locations comprise the District's network of AJCs:





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Comprehensive Center: 4058 Minnesota Ave., NE Washington, DC 20019	Affiliate Center: 2330 Pomeroy Road, SE Washington, DC 20020
Affiliate Center: 5171 South Dakota Ave., NE Washington, DC 20017	Affiliate Center: 2000 14th St., NW, 3rd Floor Washington, DC 20009

7. System Access via the Internet

DC WIC will work with the District's Department of Employment Services (DOES) to ensure on-going operation of the AJC customer access website: dcnetworks.org, which provides resources for job seekers and businesses. In addition, all partners are encouraged to promote the system and the full range of other partners via their websites through hyperlinks and information about system programs.

8. Service Delivery

The District's workforce system and AJC network has been established by DC WIC in accordance with WIOA and the Unified State Plan. WIOA Section 121 (b)(1)(B) identifies the programs, services and related activities that must be provided through the workforce development delivery system. The State Plan further identifies programs that must be accessible through the AJC system. Attachment A, AJC and One-Stop System Services, describes services available at AJC Centers and serves as the framework for system service delivery in the District.

In all centers, Basic and Individualized Career Services are provided to assist participants in evaluating and determining their career plans. Where new or increased skills are required to achieve the career plan, assistance with access to training and education services are available.

Business services are intended to assure that the training and support provided to job seekers also aligns with the needs of the District's employers for recruiting, training and retaining talent and supports career pathways for job seekers. The DC WIC is responsible for coordinating these activities to assure the desired outcomes.

Attachment B, Shared System Services/Roles and Responsibilities, describes the ways in which the University supports the AJCs and overall workforce system services.

9. General Partner Responsibilities

The parties agree to work collaboratively to carry out the provisions of this MOU and advance the quality and effectiveness of the workforce system. In addition, the parties agree to:

- Continuous partnership building.
- Participating in continuous improvement activities.
- Making available to customers, through the AJCs, the services that are applicable to the partner's programs.
- Participating in the operation of the AJC system, consistent with the terms of the MOU, the Unified State Plan and requirements of applicable law.
- Participating in staff capacity-building and development, including but not limited to cross-training between partner staff.
- Developing, offering and delivering quality business services that assist targeted industry sectors in overcoming the challenges of recruiting, retaining and developing talent for the regional economy.

Specific responsibilities of the University are described in Attachment B, Shared System Services/Roles and Responsibilities.

10. Partner Programs and Services

The University is committed to delivering services through and in connection with the AJC system in accordance with WIOA, the Unified State Plan and DC WIC policies, as applicable. The University programs covered by this commitment and MOU include:

- Trade Adjustment Assistance activities (Trade Act of 1974, as amended)
- Career technical education programs at the postsecondary level, authorized under Carl D. Perkins Career and Technical Education Act of 2006

Further information on the role of the University is outlined at Attachment B.

11. Methods for Referring Customers

The referral process includes a commitment for the parties to the MOU and all other AJC/one-stop partners to implement processes for the referral of customers to services that are not provided on-site at the AJCCs. At a minimum, the referral process between the AJCs and the one-stop partners will:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.

- Ensure that general information regarding AJC programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally, or through other means determined in cooperation with partners and operators.
- Describe how each AJCC partner will provide a direct link or access to other AJCC partner staff that can provide meaningful information or service, through the use of co-location, cross training of AJCC staff, or real-time technology (two-way communication and interaction with AJC partners that results in services needed by the customer).
- Strive to share referral information among the AJCs and each individual partner under a process to be defined by the One-Stop Operator.

12. System Accessibility and Inclusiveness

The District's AJC system is designed to be universally accessible, customer-centered and able to offer training and related resources that are driven by the needs of the local economy. DC WIC is committed to ensuring high quality services for job seekers of all skill levels, but especially low-income and other underserved residents, including those receiving public assistance, those with disabilities, and individuals with low basic skills.

Through this MOU, DC WIC and the University commit to working together to focus efforts and resources to ensure the needs of job seekers and workers with barriers to employment are effectively addressed in the AJC system. This necessitates that the parties work together to prioritize services and increase outreach to individuals with barriers to employment, a group that includes members of the following populations:

- Low-income persons
- Basic skills deficient
- Returning citizens
- Individuals with disabilities
- English language learners
- Homeless persons
- Public housing residents
- Public assistance recipients
- Youth disconnected from school and/or work
- Others with significant barriers to employment

13. Equal Opportunity

The parties agree to comply with all applicable federal and local nondiscrimination laws. The parties shall not unlawfully discriminate against any customer, applicant for employment, or employee of a party to this MOU or other entity. The parties shall adhere to the policies, procedures, and guidance issued by District, other partner agencies and the DC WIC regarding equal opportunity, nondiscrimination, and increased accessibility. Nothing in this Section shall be construed as limiting the parties' agreement to increase and maximize access for individuals with barriers to employment.

14. Resource Sharing

In accordance with WIOA section 121 and implementing regulations, each partner must use a portion of its funds to support applicable career services and AJC infrastructure costs. Attachment C, Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services, identifies the specific infrastructure/shared costs and the method by which those costs will be supported by the University in accordance with WIOA and Federal cost principles, which require that all costs must be allowable, reasonable, necessary, and allocable to the program as well as all other applicable legal requirements. DC WIC is responsible for managing the Infrastructure Funding Agreement, which is part of the Agreement on Resource Sharing, as well as collecting and disbursing the shared resources outlined within the Agreement. The parties acknowledge and agree that while the University is a system partner and this MOU has been developed among the District, the University and DC WIC, the University is not a mandated WIOA partner program and, therefore, is not obligated with regarding to the resource sharing described in Attachment C, Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services.

15. Confidentiality Requirements and Development of Data Sharing Strategies

WIOA, DC WIC and the Unified State Plan support alignment and integration of programs and services to better serve common customers. Sharing customer service-level data between partner organizations is a goal of the system. In concert with this goal, the University commits to work with DC WIC and other system partners to identify strategies and approaches to data sharing. The data sharing agreement that the University currently has in place with other District agencies, including DOES and the Office of the State Superintendent of Education (OSSE), can provide a foundation for development of data sharing arrangements across all partners within the local workforce system.

The parties agree to comply with provisions of WIOA, the Wagner-Peyser Act, the



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Rehabilitation Act of 1973, and the Adult Education and Family Literacy Act, and any other applicable requirements of the District or federal law to assure that customer information shall be shared solely for the purpose of enrollment, referral, or provisions of services. When required under applicable law, a release of information will be obtained from the customer before sharing confidential protected information. In carrying out its respective responsibilities, each party shall respect and abide by the confidentiality policies, procedures, and guidance of the other parties.

The Parties recognize that student educational records created by the University are protected by the Family Educational Rights and Privacy Act ("FERPA"). FERPA permits disclosure of student "educational records" to "school officials" that have a "legitimate educational interest" in the information. In accordance with FERPA, the University can designate other entities, including vendors and consultants, as "other school officials." For purposes of this MOU only, the DC WIC is determined to fall within the category of "school official." Neither DC WIC, their agents, nor assigns shall disclose student educational records created by the University as a result of this Program to any third party, except with the prior written consent of the University. The Parties agree to take appropriate legal action against any unauthorized use or disclosure of any student educational record.

16. Appeals

If an AJC/one-stop partner and the DC WIC cannot reach agreement on contribution to infrastructure costs, the matter will be referred for resolution to the Mayor, the decision of whom shall be final.

17. Term and Renewal

The performance under this MOU shall commence on October 1, 2019, and shall terminate on September 30, 2020, unless previously terminated or updated pursuant to the terms of this MOU. This MOU may be extended for up to two additional one-year terms upon agreement from all parties. After three years, and not less than once every three years after that, the MOU may be reviewed and renewed.

18. Modifications, Amendments and Termination

This instrument constitutes the entire agreement between the Parties, and all oral or written agreements between the Parties relating to the subject matter of this Agreement that were made prior to the execution of this Agreement have been reduced to writing and are contained herein. This Agreement supersedes and replaces all prior agreements between the Parties relating to this subject matter. Any prior agreements are hereby terminated.

This MOU may be modified, revised, or amended by mutual written consent of all the signatory Parties. A written request must be submitted to the named parties. The modification shall not be effective unless agreed to in writing by all parties in an Amendment to this MOU, properly executed and approved in accordance with applicable law and fiscal requirements.

The MOU will remain in effect in accordance with the expressed term, unless:

- All Parties mutually agree to terminate this MOU prior to the end date.
- Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
- WIOA is repealed or superseded by subsequent federal law.
- A party breaches any provision of this MOU and such breach is not resolved within thirty (30) days of receiving written notice from DC WIC. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.
- In the event of termination, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

Any party may request to terminate its inclusion in this MOU by providing written notice to all other parties.

19. 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 (2007), (iii) D.C. Official Code § 47-105 (2005), and (iv) D.C. Official Code § 1-204.46 (2007 Supp.), as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.



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20. Point of Contact

The main point of contact for the MOU is:

Executive Director
DC Workforce Investment Council
2235 Shannon Pl., SE, Suite 3031
Washington, DC 20020

21. Attachments to the MOU

The following attachments are incorporated into the MOU:

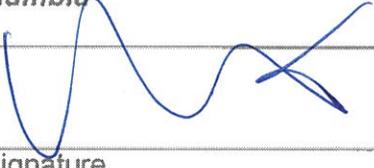
- A. AJC and One-Stop System Services
- B. The University – Shared System Services/Roles and Responsibilities
- C. Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services

This MOU and the incorporated attachments represent the complete, total and final understanding of the Parties, and no other understanding or representation, oral or written, regarding the subject matter of this agreement is considered part of this MOU.

22. Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing:

Chief Elected Official, District of Columbia

Unique Morris-Hughes Designee for Mayor Muriel Bowser		1/6/20
Name	Signature	Date

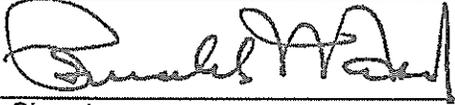
Executive Director, Workforce Investment Council

Ahnna Smith		1/8/20
Name	Signature	Date

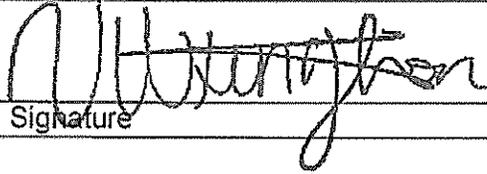


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President, University of the District of Columbia

Ronald Mason, Jr.		12.17.19
Name	Signature	Date

Deputy Director, Workforce & Federal Programs, Department of Employment Services

Vanessa Weatherington		1/3/2020
Name	Signature	Date



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ATTACHMENT A

AJC and One-Stop System Services

**Workforce Innovation and Opportunity Act
One-Stop Delivery System Memorandum of Understanding**

One-Stop System Services

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services. Following is general information on WIOA career, training and business services to guide the DC Works AJC system in the delivery of these services.

Career Services: Career services for adults and dislocated workers are available at all AJCs. U.S. DOL has identified three types of career services:

- Basic career services;
- Individualized career services; and
- Follow-up services

Basic Career Services: Basic career services must be made available and, at a minimum, must include the following:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
 - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
 - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;

- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information, in usable and understandable formats and languages, about how the Board¹ is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;
- Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Career Services: Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. To avoid duplication of services, WIOA allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by AJCC representatives and must have been completed within the previous six months
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including information regarding eligible training providers;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;

¹ Within the District, the DC WIC.

- Internships and work experience that are linked to careers;
- Workforce preparation activities;
- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance; and
- English language acquisition and integrated education and training programs.

Follow-up Services: These services must be made available, as appropriate (including counseling regarding the workplace) for participants in adult or dislocated worker activities that are placed in unsubsidized employment for a minimum of 12 months after the first day of employment.

Training Services: WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Examples of training services include:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training (OJT), including registered apprenticeship;
- Incumbent worker training in accordance with WIOA §134(d)(4);
- Workplace training and cooperative education programs;
- Private sector training programs;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs in accordance with WIOA §134(d)(5);
- Job readiness training provided in combination with other training described above;
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

WIOA clarifies that there is no sequence of service requirement in order to receive training. However, DOL has indicated that, at minimum, to be eligible for training, an individual must receive an interview, evaluation, or assessment and career planning or any other method through which the one-stop operator/partner can obtain enough information to make an eligibility determination for training services. Where appropriate, a recent interview, evaluation, or assessment may be used for the assessment purpose.

Business Services: The District's AJCCs are part of a business-focused system. Examples of system services to serve business customers include:

- Customized screening and referral of qualified participants in training services to employers
- Customized employment-related services to employers, employer associations, or similar organizations on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act
- Work-based learning activities, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Activities to provide business services and strategies that meet the workforce investment needs of employers, as determined by the Board and consistent with the local plan.



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ATTACHMENT B

**University of the District of Columbia (the University):
Shared System Services/Roles and Responsibilities**

The University of the District of Columbia (the University) operates associate degree, certificate, continuing education, and workforce development programs for District residents, individuals residing in the Metro area, and others.

The goal of the University's Division of Workforce Development and Lifelong Learning (WDLL) is to reduce unemployment and underemployment in the District of Columbia by enhancing the skills of its residents. WDLL provides students with job skills training leading to employment. Target industries focused on are those where significant number of jobs are available in the District and in the metropolitan area. The seven (7) career pathways identified by the University WDLL are:

- Pathway 1: Automotive and Truck Maintenance and Repair
- Pathway 2: Construction and Property Management
- Pathway 3: Early Childhood Education
- Pathway 4: Healthcare-Direct Care and Healthcare Administration
- Pathway 5: Hospitality and Tourism
- Pathway 6: Information Technology and Office Administration
- Pathway 7: Infrastructure, Transportation, and Logistics

WDLL target industries are closely aligned with the priority sectors selected by DC WIC.

Among many programs and types of funding administered by the University is Career technical education programs at the postsecondary level, authorized under Carl D. Perkins Career and Technical Education Act of 2006. Currently, the University receives funding under Perkins for programs offered outside WDLL, which covers a wide range of occupational areas.

The following information summarizes the University's role within the District's one-stop/AJC system:

- Shared System Design and Access
- Shared System Knowledge
- Shared Services and Customers

Shared System Design and Access

With regard to system design and access, the system partners and DC WIC agree to use of the following terms to characterize the participation of the University within the local AJC system:

- **Co-Location:** A full- or part-time physical presence by one or more partner representatives at one or more of the District's AJCs.
- **Electronic Connection:** Providing AJC customers direct linkages to partner services through use of various web-based technology applications, along with using web connections to provide partner's customers access to the AJCs and system partner information and services.

The University has allocated sufficient staff to ensure representatives are co-located at the four AJCs within the District. The District's AJC Affiliate site at 5171 South Dakota Ave., NE is located on the Bertie Backus Campus of the University of the District of Columbia. The proximity of education, career training and college-administered workforce development services to the AJC provides the opportunity for one-stop customers to easily access information about training and education programs provided by the University.

The University also participates in the local AJC/workforce system through electronic connection, including using hyperlinks on its own website to link participants to the AJCs and to system partners' websites. In addition, the University students may use dcnetworks.org to access system information and services.

Shared System Knowledge

The University agrees to participate in cross training with partner program staff to increase system capacity. This will include:

- Providing content to be used in training of partner managers and staff about the programs and services offered by the University. Such content will, at a minimum, include information about types of services offered; program and service eligibility requirements; application processes; and information on outcomes.
- Assisting with the delivery of training, which may include providing content suitable for electronic media format (e.g. PowerPoint, on-line video) or in-person or webcast presentations to partner representatives.
- Participating in training developed and/or provided by all District one-stop system partner agencies listed in Section 5 of the MOU. Such participation may occur through attendance at in-person sessions or by viewing web-based content.

Shared Systems and Customers

As a partner in the District's workforce development delivery system and with its network of AJCs, the University is committed to working with the DC WIC, DOES (which operates the AJCs), and the full range of system partners to devise, implement and

continuously improve workforce strategies benefitting residents and businesses in Washington, DC. As an extension of this commitment, the University agrees to participate in meetings and activities organized by the One-Stop Operator, which is contracted by the WIC to manage partner activities within the centers and across the local workforce system.

The University's role in the coordinated delivery of AJC services will include the following services, participation and collaboration. While the descriptions below contemplate services for students enrolled under Carl D. Perkins funding, coordination with the AJCs and partners in the local workforce system may benefit many other students served by the University's myriad programs.

1. *Outreach and Recruitment*

The University's messages reach a broad cross section of District residents. Therefore, the University can provide candidates (including those not using its services) with information on the services of the AJCs and the system's partner programs. Information will be provided via web-based media, print materials and verbal communications.

2. *Intake*

As the University representatives conduct intake and admissions for its programs, the institution agrees to identify individuals that may be eligible for and/or interested in AJC services or those of the system partners. Such individuals will be referred in accordance with the process summarized under item 5, below.

3. *Orientation*

Similar to candidate information derived from outreach and intake processes, orientation and information sessions led by the University provide a venue and/or opportunity to share with District resident's information about other programs and services for which they may be qualified. For those who may benefit from AJC or partner programs, the University will make appropriate referrals in accordance with the process summarized under item 5, below.

4. *Initial Assessment*

To the extent permitted by rules governing the funding under which it operates, the University may provide the AJCs and other partners with results of assessments in which applicants and students participate. In cases where students apply for services from another system partner, this process may help to avoid duplication of effort. Sharing of assessment results will require a release signed by the affected individuals.

5. *Cross Referrals*

As indicated in Section 11 of the MOU, cross referrals among the District's workforce system partners are critical to the goals of collaboration and alignment of programs and to ensuring that services are customer-focused. While the partners will work with the One-Stop Operator to develop specific details for managing and tracking referrals; the University and the other system partners agree to the following:

- Referrals will be made when services of a partner program can fulfill an unmet need of an applicant/participant.
- Referrals will be made via a "hard hand-off," under which the University will refer individuals to a specific contact person at a partner agency and will provide assistance in scheduling an appointment, if possible.
- Referrals made will be recorded and shared with the One-Stop Operator.

6. *Sharing of Local Market Intelligence*

In support of its various training programs, the University and WDLL regularly receive input from businesses that informs its efforts to train and place students in employment. Similarly, DC WIC, the AJCs and all partner programs conduct business outreach and engage in gathering local labor market information and industry "intelligence." To the extent practicable, and in compliance with applicable law and any third party confidentiality obligations, the University agrees to share such information and intelligence with the AJC/one-stop partners so that entire system is well prepared to meet business and industry needs.

7. *Co-Enrollment/Co-Case Management*

When the University and one or more other partners serve the same customer (via the student's co-enrollment), the partners agree to identify opportunities to co-case manage activities to streamline processes and avoid duplication of effort and resources.

8. *Support Services*

The University may directly provide or otherwise connect its students to a wide range of support services to address their specific barriers and needs. Participants may be referred to the AJCs or other system partners for other services to address their unique circumstances.

9. *Placement Services*

To increase the range of employment opportunities for customers, the University agrees to refer those seeking employment to the AJCs for placement services and support, when such services are determined as benefitting an individual.

ATTACHMENT C

**Agreement on Resource Sharing:
AJC/One-Stop Infrastructure Agreement & Shared Systems Allocation
Costs Per Required Program****I. Agreement on Resource Sharing**

The consolidated IFA and Shared Systems Allocation Costs Per Required Program budget table in Section VII of this Attachment C includes the proportionate share of partners' contributions to the costs of the infrastructure of the District of Columbia AJCs. Partner's contribution is \$26,379.11. Failure to comply with requirements of this agreement may result in a penalty or corrective action. The Consolidated System Budget for Applicable Career Services in Section VII of this Attachment C represents services authorized to be provide under each partner's program and are paid by each individual program.

The District of Columbia cost sharing agreement has been developed via consensus with the required partners in this workforce development area. All of the applicable partners have indicated their approval by executing an MOU with the DC WIC. The cost sharing agreement consists of:

- Non-personnel infrastructure costs necessary for the general operation of the One-Stop Centers, including but not limited to:
 - Applicable facility costs (such as rent)
 - Costs of utilities and maintenance
 - Equipment (including assessment-related and assistive technology for individuals with disabilities); and
 - Technology to facilitate access to the One-Stop Centers, including technology used for the center's planning and outreach activities
- Additional costs:
 - Applicable Career Services to include the costs of the provision of Career Services in Section 134(c)(2), as authorized by and applicable to each partner's program. For the purpose of this cost sharing agreement, applicable career services were defined to mean the partner's costs for the delivery of applicable career services.
 - The other system costs may include any other shared services that are authorized for and commonly provided through the AJC partner programs to any individual, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to

The cost sharing agreement was developed for the entire American Job Center of the District of Columbia System.

Each partner recognizes that infrastructure costs are applicable to all required partners, whether they are physically located in the American Job Center or not. Each partner's contributions to both infrastructure and additional costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the partner programs' authorizing laws and regulations and the Uniform Guidance.

The WIOA Adult, Dislocated Worker, and Youth programs, Wagner-Peyser, Jobs for Veterans State Grant, Unemployment Insurance Compensation (UI), Carl D. Perkins, Adult Education and Family Literacy Act (AEFLA) program, Vocational Rehabilitation, TANF, and Job Corp are physically co-located in the District of Columbia American Job Centers.

The Senior Community Service Employment Program run by National Caucus on Black Aging (NCBA) and the employment and training programs run by DC Housing Authority (DCHA) do not have Partner Program Staff FTEs in AJC; their services are accessible via AJC front desk staff and other cross-trained partner staff at the AJC who can assist in making referrals.

II. Cost Allocation Methodology and Steps to Reach Consensus:

The DC WIC facilitated partner meetings on November 20, 2017, January 5, 2018, and October 3, 2018, and worked with partners to achieve consensus regarding the basis for allocating costs. In the process, DC WIC identified and described several potential bases for cost allocation, and ultimately recommended the basis chosen by the partners because it seemed to most appropriately allocate costs across the partners.

The methodology for equitable distribution of costs associated with the Infrastructure Funding Agreement (IFA) will be the proportion of partners' staff FTEs among all staff at the AJC based on actual number of hours worked. The existing FTE basis for allocation skews the distribution of costs, depending on how the IFA partners source their personnel. The DOES/Office of the Chief Financial Officer (OCFO) will allocate costs based on each IFA partner's proportional share of total monthly hours worked, which aligns with all other cost allocation bases utilized for American Job Center operations. The DC WIC has published a policy on its website which details the cost allocation methodology and the guidance used in finalizing this agreement. (DC WIGL-2018-001 [November 16, 2018], <https://dcworks.dc.gov/node/1372586>).



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other One-Stop partners, and business services.

In the future, alternative allocation bases may be considered and are subject to use if the alternative methodology demonstrates a more equitable distribution of costs amongst the IFA partners.

III. IFA Partner Personnel and Data Submission:

IFA partners must submit to the DC WIC and the Fiscal Agent, DC DOES and keep current the following information, in order to determine the allocation of costs:

Personnel Information

- Number of employees reporting to the AJC
- Staff Name and Title
- AJC Location (Name and Address)
- Expected Tour of Duty
- Anticipated/Actual Staffing or Tour of Duty Changes

Data

- Biweekly hours worked/paid
- 485 Report in MS Excel (Government Entities only)
- PeopleSoft Query (Preferred if applicable)

The DOES/OCFO will use the above information to determine the IFA Partner Cost Share. The data must be signed by an authorized official from the IFA partner's finance team or executive staff upon submission.

IV. Cost Reconciliation and Billing:

The DOES/OCFO will prepare an updated expenditure or budget to actual document monthly and will prepare an invoice for each IFA partner with the actual costs allocable to each partner for the quarter.

Invoicing will occur monthly via email to the designated IFA partner point of contact. The IFA partners understand that the timeliness of the preparation and submission of invoices is contingent upon the timeliness of each partner providing the necessary cost information.

Upon receipt of the invoice, each partner will review and submit payment no later than fifteen (15) days following receipt. Partners should communicate any disputes with costs in the invoice in writing. The DOES/OCFO will review the disputed cost items and respond accordingly to the IFA partner within ten (10) days of receipt of notice of the disputed costs.



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V. Method of Payment:

All District of Columbia government IFA partners must use Intra-District transfers to fund their portion of the IFA costs. The use of Intra-District Advances or Reimbursements is to be determined. All non-government IFA partners must reimburse quarterly via ACH or Check.

Non-District government agencies must advance their total contribution prior to quarterly invoicing to ensure reimbursement to DOES programs that frontload.

VI. Fiscal Agent Role/Responsibility:

- DOES will serve as the fiscal agent for this MOU
- Provide the estimated fixed cost budget for the American Job Center
- Create unique codes in the financial system to track expenditures/revenue for the partners
- Bill partners at least quarterly
- Reconcile expenditures/revenue at least quarterly

VII. IFA and Shared Systems Allocation Costs Tables:

	<p>Memorandum of Understanding Between The Mayor of the District of Columbia and The District of Columbia Workforce Investment Council and The District of Columbia Department of Human Services For Fiscal Year 2019</p>
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1. Parties and Purpose

This Memorandum of Understanding (MOU) is entered into between the Mayor of the District of Columbia (the District), who is its Chief Elected Official, the District of Columbia Workforce Investment Council (DC WIC), and the District of Columbia Department of Human Services (DHS), a one-stop partner (Partner), and the District of Columbia Department of Employment Services (DOES)/ Office of the Chief Financial Officer (OCFO) as the Fiscal Agent for the Agreement on Resource Sharing (Attachment C), with responsibility for allocating funds in accordance with policies set by the DC WIC, collectively referred to herein as the "Parties." For the purpose of this MOU, "partner" is defined as "any District agency or local provider that has signed an MOU with DC WIC and the Mayor's Office for the purpose of AJC operation under WIOA," including but not limited to the District agencies and local providers identified in this Section 5 of this MOU.

The Parties to this MOU seek to document the basis for cooperation, collaboration, and alignment, including resource sharing, pertaining to the operation of the American Job Centers (AJCs) of Washington, DC (also referred to as DCAJCs), which function as the one-stop workforce development service delivery system for the District, and to meet the requirements listed in Section 3 of this Agreement.

The purpose of this MOU is to:

- Define the roles and responsibilities of DC WIC and DHS, as they relate to the operation and continued development of the local workforce system, which consists of all Workforce Innovation and Opportunity Act (WIOA) required one-stop partner programs listed in Section 5 of this Agreement, and is led by District's network of AJCs.
- Coordinate resources and avoid duplication of effort and expenditures.
- Ensure the effective and efficient delivery of AJC and partner services for customers.
- Enhance the workforce system and AJC services to create a seamless customer experience.
- Increase and maximize access to workforce services for individuals with barriers to employment.
- Establish coordinated processes and procedures that will, ultimately, enable partners to align and integrate programs and activities across the workforce system.

This document ensures compliance with the federal Workforce Innovation and Opportunity Act



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Between
The Mayor of the District of Columbia
and
The District of Columbia Workforce Investment Council
and
The District of Columbia Department of Human Services
For Fiscal Year 2019**

(PL 113-128) and its implementing regulations, and provides the framework to achieve shared goals between the Parties to this MOU and among other workforce development system partners in the District, with regard to providing comprehensive, seamless, customer-focused delivery of employment, training and related services.

2. Background

On July 22, 2014, President Obama signed WIOA into law. WIOA is designed to strengthen and improve the nation's public workforce system and help get Americans, including disconnected youth and those with significant barriers to employment, into high-quality jobs and careers and help businesses hire and retain skilled workers.

In June 2016, the U.S. Department of Labor and the U.S. Department of Education issued final regulations to implement WIOA. The regulations clarify the need and expectation to modernize the nation's workforce system and represent an integrated, job-driven approach to support communities and expand job growth.

The regulations reaffirm the role of the one-stop delivery system as the cornerstone of public workforce development programs and require organizations managing and operating federal partner programs to collaborate to support a seamless customer-focused service delivery network. The regulations further require that programs and providers co-locate, coordinate, and/or otherwise integrate resources, activities and information, so that the system as a whole is accessible for individuals and businesses alike. The ultimate goal of the system is to increase the long-term employment and earnings outcomes for individuals seeking services, especially those with significant barriers to employment.

As indicated, this MOU is an agreement developed and executed by the DC WIC, the Mayor, and DHS relating to the operation of the one-stop delivery system. As the management of the American Job Center network is the shared responsibility of the WIC, the Mayor, WIOA core program partners, the required one-stop partners, other (optional) one-stop partners, and American Job Center Operator (also referred to the One-Stop Operator), the U.S. Department of Labor and other federal agencies expect partners in local workforce systems to work together in developing an MOU that demonstrates the spirit and intent of WIOA, thereby ensuring the successful integration and implementation of partner programs in American Job Centers.



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The District's State Plan

In March 2016, the District submitted a Unified State Plan to the U.S. Departments of Labor and Education detailing how it will use the new law to create an innovative, comprehensive plan to move the city forward. The District's State Plan lays out specific strategies and operational components for overall workforce system improvements, focusing on five key areas: system alignment, access, performance, business alignment, and youth services. There is special attention paid toward high-growth industries to ensure that DC residents are prepared for the jobs of today and of tomorrow.

Implementation of WIOA within the District

The District is taking a phased approach to WIOA implementation over four years (2015 through 2018), prioritizing key decisions and activities described in the District's Unified State Plan and incorporating federal guidance. Over the course of a multi-phased plan, DC WIC continues to work toward and achieve key milestones, including but not limited to: preparing and obtaining approval of the Unified State Plan; harnessing the knowledge of stakeholders through WIOA Working Groups to inform system development; developing a WIOA-compliant policy manual; procuring a WIOA-mandated One-Stop Operator; developing and executing MOUs; and implementing an AJC certification system.

3. WIOA Requirements and References

WIOA prescribes the following with regard to partners and MOUs

- WIOA Section 121(c) requires that DC WIC develop and enter into a memorandum of understanding with the AJC/one-stop system partners.
- WIOA Section 121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into an MOU with DC WIC pursuant to WIOA Section 121(c).
- WIOA Section 121(b)(1) identifies the partner programs and requires that the services and activities under each program be made available through and/or in connection with the local AJC system. The entities that receive the funds for each of these programs and/or have the responsibility to administer the respective programs in the District are required partners under WIOA Section 121(b)(1).
- WIOA Section 121(b)(1)(A)(ii) requires each core partner to use a portion of available funding to maintain the one-stop delivery system, including infrastructure costs, as determined by an analysis of benefit to the partner program.



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- WIOA Section 121(b)(1)(A)(iv) indicates that the requirements of each partner's authorizing legislation continue to apply under the local workforce system and that participation in the AJC system is in addition to other requirements applicable to each partner's program under each authorizing law.

4. DC WIC – Roles and Responsibilities

The DC WIC, which has oversight of federal workforce funding and programming, is a private-sector led board responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an effective workforce investment system. Members of the WIC, include representatives from the private sector, government officials, organized labor, youth and community groups, and organizations with workforce investment experience. The WIC also convenes and leads system stakeholders to ensure workforce programs and initiatives align with business needs. The Workforce Investment Council functions as the District's State and local workforce development board in accordance the requirements of WIOA.

DC WIC is responsible for: coordination of partners within the District's workforce system in accordance with WIOA; building partnerships, including those with businesses; convening a leadership team comprised of system partners; aligning and coordinating programs; overseeing the quality and continuous improvement of the workforce system; and certifying AJCs. Some of the foregoing responsibilities will be assigned to a One-Stop Operator competitively procured by the DC WIC.

In addition, WIOA Section 107 requires DC WIC to:

- Develop a State Workforce Plan and coordinate its implementation across the system partners.
- Conduct Workforce Research and Regional Labor Market analysis.
- Convene, broker and leverage local providers, stakeholders and resources.
- Lead employer engagement to promote business representation, develop linkages, implement effective sector strategies, and ensure workforce investments support the needs of employers.
- Lead efforts to develop and implement career pathways.
- Identify and promote proven and promising practices.
- Maximize the use of technology in the provision of services to job seekers and employers.



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- Conduct program oversight to ensure appropriate use, management and investment of workforce resources.
- Negotiate local performance measures.
- Select operators and providers.
- Identify eligible providers of training and career services.
- Coordinate the delivery of core WIOA programs through the one-stop service delivery system.

DC WIC acts on behalf of the District to oversee WIOA Title I resources. Furthermore, DC WIC commits to the adoption of strategies to support talent development, job creation, income progression, business competitiveness and expanded opportunities for citizen prosperity.

5. Core Partners and Other One-Stop Partner Programs

WIOA describes core partner programs, required one-stop/AJC partner programs and additional one-stop/AJC partner programs.

Core Partners: WIOA calls for strengthening the alignment of core workforce programs by imposing unified strategic planning requirements, common performance accountability measures, and requirements governing the one-stop delivery system. The core workforce programs under WIOA include:

- Adult, Dislocated Worker and Youth Programs (Title I of WIOA)
- Adult Education and Family Literacy Act Program (Title II)
- Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III)
- Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV)

One-Stop/AJC Partner Programs: WIOA identifies the required one-stop partner programs. Generally, the entity that carries out the program serves as the one-stop partner. This may be the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in a local area. Carrying out a program or activity means that the partner is providing any of the services its grant, contract, or program requires.

The District's one-stop/AJC partner programs, which include the core partners' programs and administrators/providers are:



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	<i>One-Stop/AJC Partner Program</i>	<i>District Agency/Local Provider</i>
<i>U.S. Department of Labor Programs</i>		
1.	Adult (<i>WIOA title I formula</i>)	Department of Employment Services
2.	Dislocated Worker (<i>WIOA title I formula</i>)	Department of Employment Services
3.	Youth (<i>WIOA title I formula</i>)	Department of Employment Services
4.	Job Corps (<i>WIOA title I</i>)	Potomac Job Corps Center – Exceed Corporation
5.	Senior Community Service Employment Program (<i>title V of the Older Americans Act of 1965</i>)	Department of Employment Services and National Caucus on Black Aging
6.	Trade Adjustment Assistance activities (<i>Trade Act of 1974, as amended</i>)	Department of Employment Services
7.	Jobs for Veterans State Grants (<i>Chapter 41 of title 38</i>)	Department of Employment Services
8.	Unemployment Compensation programs	Department of Employment Services
9.	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA title III	Department of Employment Services
<i>U.S. Department of Education Programs</i>		
11.	Adult Education and Family Literacy Act (<i>AEFLA</i>) program (<i>WIOA title II</i>)	Office of the State Superintendent of Education
12.	State VR program, authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV	Department on Disability Services
13.	Career technical education programs at the postsecondary level, authorized under Carl D. Perkins Career and Technical Education Act of 2006	Office of the State Superintendent of Education
<i>U.S. Department of Health and Human Services Programs</i>		
14.	Programs authorized under the Social Security Act title IV, part A (<i>TANF</i>)	Department of Human Services
15.	Community Services Block Grant Employment and Training activities	Department of Human Services



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	(Community Services Block Grant Act)	
U.S. Department of Housing and Urban Development Programs		
16.	Employment and training programs	District of Columbia Housing Authority

Additional One-Stop/AJC Partner Programs: WIOA indicates that, with the approval of the local workforce board and the Chief Local Elected Official, other appropriate Federal, State or local programs may become partners in the local workforce system. In the event that the DC WIC and the Mayor approve the addition of other partners, MOUs will be developed with each.

6. The District’s American Job Centers

The following locations comprise the District’s network of AJCs:

Comprehensive Center: 4058 Minnesota Ave., NE Washington, DC 20019	Affiliate Center: 2330 Pomeroy Road, SE Washington, DC 20020
Affiliate Center: 5171 South Dakota Ave., NE Washington, DC 20017	Affiliate Center: 2000 14th St., NW, 3rd Floor Washington, DC 20009

7. System Access via the Internet

DC WIC shall work with the District’s Department of Employment Services (DOES) (to ensure on-going operation of the AJC customer access website: dcnetworks.org, which provides resources for job seekers and businesses. In addition, all partners are encouraged to promote the system and the full range of other partners via their websites through hyperlinks and information about system programs.

8. Service Delivery

The District’s workforce system and AJC network has been established by DC WIC in accordance with WIOA and the Unified State Plan. WIOA Section 121 (b)(1)(B) identifies the programs, services and related activities that must be provided through the workforce development delivery system. The State Plan further identifies programs that must be accessible



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through the AJC system. Attachment A, *AJC and One-Stop System Services*, which describes services available at AJCs and serves as the framework for system service delivery in the District, is hereto attached and incorporated by reference.

In all centers, Basic and Individualized Career Services are provided to assist participants in evaluating and determining their career plans and service requirements. Where new or increased skills are required to achieve the plan, assistance with access to training and education services are available.

Business services are intended to assure that the training and support provided to job seekers also aligns with the needs of the District's employers for recruiting, training and retaining talent and supports career pathways for job seekers. The DC WIC is responsible for coordinating these activities to assure the desired outcomes.

Attachment B, *Shared System Services/Roles and Responsibilities* which describes the ways in which DHS supports the AJCs and overall workforce system services is hereto attached and incorporated by reference.

9. General Partner Responsibilities

The parties agree to work collaboratively to carry out the provisions of this MOU and advance the quality and effectiveness of the workforce system. In addition, the parties agree to:

- Continuous partnership building.
- Participate in continuous improvement activities.
- Making available to customers, through the AJCs, the services that are applicable to partner's programs.
- Participating in the operation of the AJC system, consistent with the terms of the MOU, the Unified State Plan and requirements of applicable law.
- Participating in staff capacity-building and development, including but not limited to cross-training between partner staff.
- Developing, offering and delivering quality business services that assist targeted industry sectors in overcoming the challenges of recruiting, retaining and developing talent for the regional economy.

Specific responsibilities of DHS are described in Attachment B.



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10. DHS Programs and Services

DHS is committed to delivering services through and in connection with the AJC system in accordance with WIOA, the Unified State Plan and DC WIC policies, as applicable. DHS programs covered by this commitment and MOU include:

- Temporary Assistance for Needy Families (TANF) authorized by Title IV, Part A of the Social Security Act of 1935 effective August 14, 1935 (Pub. L. No. 74-271, 42 U.S.C. Ch. 7).
- Employment and Training activities authorized by the Community Services Block Grant Act (CSBG) of 1998, effective October 27, 1998 (Pub. L. No. 105-285, 42 U.S.C. §§ 9901, *et seq.*), as amended.

Further information on the role of DHS is outlined at [Attachment B](#).

11. Methods for Referring Customers

The referral process includes a commitment of the Parties to the MOU and all other AJC/one-stop partners to implement processes for the referral of customers to services provided on-site at the AJCs and at other locations. At a minimum, the referral process between the AJCs and the one-stop partners shall:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding AJC programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally, or through other means determined in cooperation with partners and operators.
- Describe how each AJC partner will provide a direct link or access to other AJC partner staff that can provide meaningful information or service, through the use of co-location, cross training of AJC staff, or real-time technology (two-way communication and interaction with AJC partners that results in services needed by the customer).
- Strive to share referral information among the AJCs and each individual partner under a process to be defined by the One-Stop Operator.



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12. System Accessibility and Inclusiveness

The District's AJC system is designed to be universally accessible, customer-centered and able to offer training and related resources that are driven by the needs of the local economy. The DC WIC is committed to ensuring high quality services for job seekers of all skill levels, but especially low-income and other underserved residents, including those receiving public assistance, those with disabilities, and individuals with low basic skills.

Through this MOU, the DC WIC and DHS commit to working together to focus efforts and resources to ensure the needs of job seekers and workers with barriers to employment are effectively addressed in the AJC system. This necessitates that the Parties work together to prioritize services and increase outreach to individuals with barriers to employment, a group that includes members of the following populations:

- Low-income persons
- Basic skills deficient
- Returning citizens
- Individuals with disabilities
- English language learners
- Homeless persons
- Public housing residents
- Public assistance recipients
- Youth disconnected from school and/or work
- Others with significant barriers to employment

13. Equal Opportunity

The Parties agree to comply with all applicable federal and local nondiscrimination laws. The parties shall not unlawfully discriminate against any customer, applicant for employment, or employee of a party to this MOU or other entity. The parties shall adhere to the policies, procedures, and guidance issued by District, other partner agencies and the DC WIC regarding equal opportunity, nondiscrimination, and increased accessibility. Nothing in this Section shall be construed as limiting the parties' agreement to increase and maximize access for individuals with barriers to employment.



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14. Resource Sharing

In accordance with WIOA Section 121 and implementing regulations, each partner must use a portion of its funds to support applicable career services and AJC infrastructure costs. Attachment C, Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services, identifies the specific infrastructure/shared costs and the method by which those costs will be supported by DHS in accordance with WIOA and Federal cost principles, which require that all costs must be allowable, reasonable, necessary, and allocable to the program as well as all other applicable legal requirements. (Hereto attached and incorporated by reference.) The DC WIC is responsible for managing the Infrastructure Funding Agreement, which is part of the Agreement on Resource Sharing, as well as collecting and disbursing the shared resources outlined within the Agreement.

15. Appeals

If an AJC/one-stop partner and the DC WIC cannot reach agreement on contribution to infrastructure costs, the matter will be referred for resolution to the Mayor, the decision of whom will be final.

16. Confidentiality Requirements and Development of Data Sharing Strategies

WIOA, the DC WIC and the Unified State Plan support alignment and integration of programs and services to better serve common customers. Sharing customer service-level data between partner organizations is a goal of the system. In furtherance of this goal, DHS commits to work with DC WIC and other system partners to identify strategies and approaches to data sharing. The data sharing agreement that the District Department of Employment Services (DOES) currently has in place with other District agencies, including the Office of the State Superintendent of Education (OSSE), can provide a foundation for development of data sharing arrangements across all partners within the local workforce system.

The Parties agree to comply with provisions of WIOA, the Wagner-Peyser Act, the Rehabilitation Act of 1973, and the Adult Education and Family Literacy Act, the District of Columbia Public Assistance Act, the Personal Responsibility and Work Opportunity Reconciliation Act, and any other applicable requirements of the District or federal law to assure that customer information shall be shared solely for the purpose of enrollment, referral, or provision of services.



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When required under applicable law, a release of information shall be obtained from the customer before sharing confidential protected information. In carrying out its respective responsibilities, each party shall respect and abide by the confidentiality policies, procedures, and guidance of the other parties.

17. Term and Renewal

The performance under this MOU shall commence on October 1, 2019, and shall terminate on September 30, 2020, unless previously terminated or updated pursuant to the terms of this MOU. The MOU may be extended for up to two additional one-year terms upon agreement from all parties. The MOU shall be reviewed and renewed not less than once every three years.

18. Modifications, Amendments and Termination

This instrument constitutes the entire agreement between the Parties, and all oral or written agreements between the Parties relating to the subject matter of this Agreement that were made prior to the execution of this Agreement have been reduced to writing and are contained herein. This Agreement supersedes and replaces all prior agreements between the Parties relating to this subject matter. Any prior agreements are hereby terminated.

This MOU may be modified, revised, or amended by mutual written consent of all the signatory Parties. A written request must be submitted to the named parties. The modification shall not be effective unless agreed to in writing by all parties in an Amendment to this MOU, properly executed and approved in accordance with applicable law and fiscal requirements.

The MOU will remain in effect in accordance with the expressed term, unless:

- All Parties mutually agree to terminate this MOU prior to the end date.
- Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
- WIOA is repealed or superseded by subsequent federal law.
- A party breaches any provision of this MOU and such breach is not resolved within thirty (30) days of receiving written notice from DC WIC. In such event, the non-breaching



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party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.

- In the event of termination, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

Any party may request to terminate its inclusion in this MOU by providing written notice to all other parties.

19. Anti-Deficiency Considerations

The Parties acknowledge and agree the District is not authorized to make any obligations in advance or in the absence of lawfully available appropriations 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 (2007), (iii) D.C. Official Code § 47-105 (2005), and (iv) D.C. Official Code § 1-204.46 (2007 Supp.), as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

20. Point of Contact

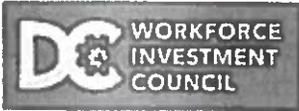
The main point of contact for the MOU is:

Executive Director
DC Workforce Investment Council
2235 Shannon Pl., SE, Suite 3031
Washington, DC 20020

21. Attachments to the MOU

The following attachments are incorporated into the MOU:

- A. AJC and One-Stop System Services
- B. DHS – Shared System Services/Roles and Responsibilities
- C. Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services

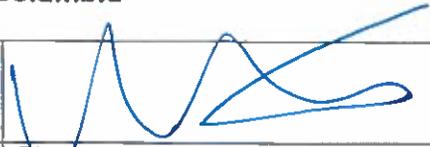


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22. Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing:

Chief Elected Official, District of Columbia

Unique Morris-Hughes Designee for Mayor Muriel Bowser		1/8/2020
Name	Signature	Date

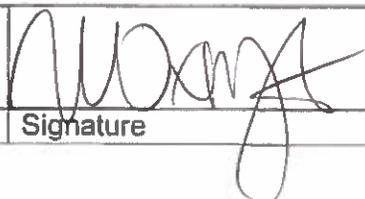
Executive Director, Workforce Investment Council

Ahna Smith		1/8/20
Name	Signature	Date

Director, District of Columbia Department of Human Services

Laura Green Zeilinger	 for LZ	12/6/19
Name	Signature	Date

Deputy Director, Workforce & Federal Programs, Department of Employment Services

Vanessa Weatherington		1/8/2020
Name	Signature	Date



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ATTACHMENT A

AJC and One-Stop System Services

**Workforce Innovation and Opportunity Act
One-Stop Delivery System Memorandum of Understanding**

One-Stop System Services

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services.

Career Services: Career services for adults and dislocated workers are available at all DCAJCs. U.S. DOL has identified three types of career services:

- Basic career services;
- Individualized career services; and
- Follow-up services

Basic Career Services: Basic career services must be made available and, at a minimum, must include the following:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
 - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
 - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;



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- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information, in usable and understandable formats and languages, about how the Board¹ is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;
- Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Career Services: Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. To avoid duplication of services, WIOA allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by AJCC representatives and must have been completed within the previous six months
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including information regarding eligible training providers;

¹ Within the District, the DCWIC.



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- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experience that are linked to careers;
- Workforce preparation activities;
- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance; and
- English language acquisition and integrated education and training programs.

Follow-up Services: These services must be made available, as appropriate (including counseling regarding the workplace) for participants in adult or dislocated worker activities that are placed in unsubsidized employment for a minimum of 12 months after the first day of employment.

Training Services: WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Examples of training services include:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training (OJT), including registered apprenticeship;
- Incumbent worker training in accordance with WIOA §134(d)(4);
- Workplace training and cooperative education programs;
- Private sector training programs;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs in accordance with WIOA §134(d)(5);
- Job readiness training provided in combination with other training described above;
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

WIOA clarifies that there is no sequence of service requirement in order to receive training. However, DOL has indicated that, at minimum, to be eligible for training, an individual must



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receive an interview, evaluation, or assessment and career planning or any other method through which the one-stop operator/partner can obtain enough information to make an eligibility determination for training services. Where appropriate, a recent interview, evaluation, or assessment may be used for the assessment purpose.

Business Services: The District's AJCs are part of a business-focused system. Examples of system services to serve business customers include:

- Customized screening and referral of qualified participants in training services to employers
- Customized employment-related services to employers, employer associations, or similar organizations on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act
- Work-based learning activities, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Activities to provide business services and strategies that meet the workforce investment needs of employers, as determined by the Board and consistent with the local plan.



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ATTACHMENT B

**District of Columbia Department of Human Services (DHS):
Shared System Services/Roles and Responsibilities**

The mission of DHS is to empower all District residents to reach their full potential by providing meaningful connections to work opportunities, economic assistance and supportive services. To fulfill this mission, the agency administers dozens of specialized programs and services. Among these are two WIOA-required partner programs: Temporary Assistance for Needy Families (TANF) and the Community Service Block Grant (CSBG).

DHS has implemented a TANF Employment Program (TEP) that provides clients with an in-depth assessment to determine barriers to employment. Those identified as job ready participate in “job placement services,” which consist of activities designed to prepare them for job search and employment. Customers with fewer skills, less work experience and a greater number of barriers need more assistance and are assigned to “work readiness” activities, which may include both basic skills and vocational training. TEP services are provided by organizations with which DHS contracts on a performance basis. Customers engaged in both the “job placement” and “work readiness” categories are likely to benefit from AJC services, particularly as they begin job search. DHS currently works with DOES, which operates the AJCs, under the Learn, Earn, Advance, Prosper (LEAP) program administered by DOES, which provides District residents with opportunities to “earn and learn” in both the government and private sectors. The “Earn and Learn” program provides participants with opportunities to “earn” a salary, while they “learn” new skills.

DHS is the agency responsible for the management, administration and oversight of the CSBG program in the District. The objective of CSBG is to address the causes of poverty by implementing programs and services that empower low-income families and individuals, revitalize low-income communities and improve the economic self-sufficiency of low-income customers. United Planning Organization is the designated Community Action Agency for the District of Columbia, and represents a city-wide network of community and faith-based, not-for-profit organizations that helping to create, coordinate and deliver CSBG programs and services. The targeted program priority areas are as follows: employment, education, income management, housing, emergency services, nutrition, self-sufficiency and health. Many CSBG clients are likely to benefit from the services of the District’s AJC and other one-stop partner programs.



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The following information summarizes DHS's role within the District's one-stop/AJC system:

- Shared System Design and Access
- Shared System Knowledge
- Shared Services and Customers

Shared System Design and Access

With regard to system design and access, the system partners and DC WIC agree to use of the following terms to characterize the participation of the DHS and other partners within the local AJC system:

- **Co-Location:** A full- or part-time physical presence by one or more partner representatives at one or more of the District's AJCs.
- **Electronic Connection:** Providing AJC customers direct linkages to partner services to through use of various web-based technology applications, along with using web connections to provide partners' customers access to the AJCs and system partner information and services.

DHS shall, principally, participate in the system through electronic connection, including using hyperlinks on its own website to link participants to the AJCs and to system partners' websites. In addition, DHS customers may use dcnetworks.org to access system information and services. DHS advises all TEP contractors to ensure that participants are registered in and may use of dcnetworks.org.

DHS representatives may periodically have staff on site at the AJCs to determine eligibility and to provide guidance and support to TANF clients using centers. DHS representatives regularly refer TANF clients and other customers to the AJCs for services.

Shared System Knowledge

DHS agrees to participate in cross training partner program staff to increase system capacity. This shall include:

- Providing content to be used in training of partner managers and staff about the programs and services offered by DHS. Such content will, at a minimum, include information about types



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of services offered; program and service eligibility requirements; application processes; and information on outcomes.

- Assisting with the delivery of training, which may include providing content suitable for electronic media format (e.g. PowerPoint, on-line video) or in-person or webcast presentations to partner representatives.
- Participating in training developed and/or provided by all District one-stop system partner agencies listed in Section 5 of the MOU. Such participation may occur through attendance at in-person sessions or by viewing web-based content.

Shared Systems and Customers

As a partner in the District's workforce development delivery system and with its network of AJCs, DHS is committed to working with the DC WIC, DOES (which operates the AJCs), and the full range of system partners to devise, implement and continuously improve workforce strategies benefitting residents and businesses in Washington, DC. As an extension of this commitment, DHS agrees to participate in meetings and activities organized by the One-Stop Operator, which is contracted by the WIC to manage partner activities within the centers and across the local workforce system.

DHS's role in the coordinated delivery of AJC services shall include the following services, participation and collaboration. While the descriptions below contemplate services for customers services by the TANF and CSBG programs, coordination with the AJCs and partners in the local workforce system may benefit customers served under the myriad other programs administered and operated by DHS.

1. *Outreach and Recruitment*

While DHS serves eligible individuals under its programs, its messages reach a broad cross section of District residents. Therefore, the agency can provide candidates (including those not using its services) with information on the services of the AJCs and the system's partner programs. Information will be provided via web-based media, print materials and verbal communications.

2. *Intake*

As DHS representatives conduct intake for its programs, it agrees to identify individuals that may be eligible for and/or interested in AJC services or those of the system partners. Such



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individuals will be referred in accordance with the process summarized under item 5, below.

3. *Orientation*

Similar to candidate information derived from outreach and intake processes, orientation and information sessions led by DHS provide a venue and/or opportunity to share with District residents information about other programs and services for which they may be qualified. For those who may benefit from AJC or partner programs, DHS shall make appropriate referrals in accordance with the process summarized under item 5, below.

4. *Initial Assessment*

To the extent permitted by rules governing the funding under which it operates, DHS may provide the AJCs and other partners with results of assessments in which customers participate. Because the TANF Employment Program conducts a comprehensive assessment in order to identify customers' full range of barriers to employment, TEP contractors have access to assessment results that would be useful to service planning in any workforce development program. In cases where customers apply for services from another system partner, this process may help to avoid duplication of effort. Sharing of assessment results will require a release signed by the affected individuals.

5. *Cross Referrals*

As indicated in Section 11 of the MOU, cross referrals among the District's workforce system partners are critical to the goals of collaboration and alignment of programs and to ensuring that services are customer-focused. While the partners will work with the One-Stop Operator to develop specific details for managing and tracking referrals; DHS and the other system partners agree to the following:

- Referrals shall be made when services of a partner program can fulfill an unmet need of an applicant/participant.
- Referrals shall be made via a "hard hand-off," under which DHS will refer individuals to a specific contact person at a partner agency and will provide assistance in scheduling an appointment, if possible.
- Referrals made shall be recorded and shared with the One-Stop Operator.



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6. *Sharing of Local Market Intelligence*

In support of its various employment programs and activities, DHS may receive input from businesses that informs its efforts to train and place customers in employment. Similarly, DC WIC, the AJCs and all partner programs conduct business outreach and engage in gathering local labor market information and industry “intelligence.” To the extent practicable, DHS agrees to share such information and intelligence with the AJC/one-stop partners so that entire system is well prepared to meet business and industry needs.

7. *Co-Enrollment/Co-Case Management*

When DHS and one or more other partners serve the same customer (via the participant’s co-enrollment), the partners agree to identify opportunities to co-case manage activities to streamline processes and avoid duplication of effort and resources.

8. *Support Services*

DHS directly provides or otherwise connects its customers to a wide range of support services to address their specific barriers and needs. Participants may be referred to the AJCs or other system partners for other services to address their unique circumstances.

9. *Placement Services*

To increase the range of employment opportunities for customers, DHS agrees to refer those seeking employment to the AJCs for placement services and support, when such services are determined as benefitting an individual.



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ATTACHMENT C

**Agreement on Resource Sharing:
AJC/One-Stop Infrastructure Agreement & Shared Systems Allocation
Costs Per Required Program**

I. Agreement on Resource Sharing

The consolidated IFA and Shared Systems Allocation Costs Per Required Program budget table in Section VII of this Attachment C includes the proportionate share of partners' contributions to the costs of the infrastructure of the District of Columbia AJCs. Partner's contribution is \$29,502.38. Failure to comply with requirements of this agreement may result in a penalty or corrective action. The Consolidated System Budget for Applicable Career Services in Section VII of this Attachment C represents services authorized to be provide under each partner's program and are paid by each individual program.

The District of Columbia cost sharing agreement has been developed via consensus with the required partners in this workforce development area. All of the applicable partners have indicated their approval by executing an MOU with the DC WIC. The cost sharing agreement consists of:

- Non-personnel infrastructure costs necessary for the general operation of the One-Stop Centers, including but not limited to:
 - Applicable facility costs (such as rent)
 - Costs of utilities and maintenance
 - Equipment (including assessment-related and assistive technology for individuals with disabilities); and
 - Technology to facilitate access to the One-Stop Centers, including technology used for the center's planning and outreach activities
- Additional costs:
 - Applicable Career Services to include the costs of the provision of Career Services in Section 134(c)(2), as authorized by and applicable to each partner's program. For the purpose of this cost sharing agreement, applicable career services were defined to mean the partner's costs for the delivery of applicable career services.
 - The other system costs may include any other shared services that are authorized for and commonly provided through the AJC partner programs to any individual, such as



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initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other One-Stop partners, and business services.

The cost sharing agreement was developed for the entire American Job Center of the District of Columbia System.

Each partner recognizes that infrastructure costs are applicable to all required partners, whether they are physically located in the American Job Center or not. Each partner's contributions to both infrastructure and additional costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the partner programs' authorizing laws and regulations and the Uniform Guidance.

The WIOA Adult, Dislocated Worker, and Youth programs, Wagner-Peyser, Jobs for Veterans State Grant, Unemployment Insurance Compensation (UI), Carl D. Perkins, Adult Education and Family Literacy Act (AEFLA) program, Vocational Rehabilitation, TANF, and Job Corp are physically co-located in the District of Columbia American Job Centers.

The Senior Community Service Employment Program run by National Caucus on Black Aging (NCBA) and the employment and training programs run by DC Housing Authority (DCHA) do not have Partner Program Staff FTEs in AJC; their services are accessible via AJC front desk staff and other cross-trained partner staff at the AJC who can assist in making referrals.

II. Cost Allocation Methodology and Steps to Reach Consensus:

The DC WIC facilitated partner meetings on November 20, 2017, January 5, 2018, and October 3, 2018, and worked with partners to achieve consensus regarding the basis for allocating costs. In the process, DC WIC identified and described several potential bases for cost allocation, and ultimately recommended the basis chosen by the partners because it seemed to most appropriately allocate costs across the partners.

The methodology for equitable distribution of costs associated with the Infrastructure Funding Agreement (IFA) will be the proportion of partners' staff FTEs among all staff at the AJC based on actual number of hours worked. The existing FTE basis for allocation skews the distribution of costs, depending on how the IFA partners source their personnel. The DOES/Office of the Chief Financial Officer (OCFO) will allocate costs based on each IFA partner's proportional share of total monthly hours worked, which aligns with all other cost allocation bases utilized for



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American Job Center operations. The DC WIC has published a policy on its website which details the cost allocation methodology and the guidance used in finalizing this agreement. (DC WIGL-2018-001 [November 16, 2018], <https://dcworks.dc.gov/node/1372586>).

In the future, alternative allocation bases may be considered and are subject to use if the alternative methodology demonstrates a more equitable distribution of costs amongst the IFA partners.

III. IFA Partner Personnel and Data Submission:

IFA partners must submit to the DC WIC and the Fiscal Agent, DC DOES and keep current the following information, in order to determine the allocation of costs:

Personnel Information

- Number of employees reporting to the AJC
- Staff Name and Title
- AJC Location (Name and Address)
- Expected Tour of Duty
- Anticipated/Actual Staffing or Tour of Duty Changes

Data

- Biweekly hours worked/paid
- 485 Report in MS Excel (Government Entities only)
- PeopleSoft Query (Preferred if applicable)

The DOES/OCFO will use the above information to determine the IFA Partner Cost Share. The data must be signed by an authorized official from the IFA partner's finance team or executive staff upon submission.

IV. Cost Reconciliation and Billing:

The DOES/OCFO will prepare an updated expenditure or budget to actual document monthly and will prepare an invoice for each IFA partner with the actual costs allocable to each partner for the quarter.

Invoicing will occur monthly via email to the designated IFA partner point of contact. The IFA partners understand that the timeliness of the preparation and submission of invoices is



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contingent upon the timeliness of each partner providing the necessary cost information.

Upon receipt of the invoice, each partner will review and submit payment no later than fifteen (15) days following receipt. Partners should communicate any disputes with costs in the invoice in writing. The DOES/OCFO will review the disputed cost items and respond accordingly to the IFA partner within ten (10) days of receipt of notice of the disputed costs.

V. Method of Payment:

All District of Columbia government IFA partners must use Intra-District transfers to fund their portion of the IFA costs. The use of Intra-District Advances or Reimbursements is to be determined. All non-government IFA partners must reimburse quarterly via ACH or Check.

Non-District government agencies must advance their total contribution prior to quarterly invoicing to ensure reimbursement to DOES programs that frontload.

VI. Fiscal Agent Role/Responsibility:

- DOES will serve as the fiscal agent for this MOU
- Provide the estimated fixed cost budget for the American Job Center
- Create unique codes in the financial system to track expenditures/revenue for the partners
- Bill partners at least quarterly
- Reconcile expenditures/revenue at least quarterly

VII. IFA and Shared Systems Allocation Costs Tables:



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1. Parties and Purpose

The parties to this Memorandum of Understanding (MOU) are the Mayor of the District of Columbia (the District), who is its Chief Elected Official, the District of Columbia Workforce Investment Council (DC WIC), and the District of Columbia Department Housing Authority (DCHA), a one-stop partner (Partner), and the District of Columbia Department of Employment Services (DOES)/ Office of the Chief Financial Officer (OCFO) as the Fiscal Agent for the Agreement on Resource Sharing (Attachment C), with responsibility for allocating funds in accordance with policies set by the DC WIC. For the purpose of this MOU, "partner" is defined as "any District agency or local provider that has signed an MOU with DC WIC and the Mayor's Office for the purpose of AJC operation under WIOA," including but not limited to the District agencies and local providers identified in this Section 5 of this MOU. The MOU provides the basis for cooperation, collaboration, and alignment, including resource sharing, pertaining to the operation of the American Job Centers (AJCs) of Washington, DC (also referred to as DCAJCs), which function as the one-stop workforce development service delivery system for the District.

The purpose of MOU is to:

- Define the roles and responsibilities of DC WIC and DCHA, as they relate to the operation and continued development of the local workforce system, which consists of all Workforce Innovation and Opportunity Act (WIOA) required one-stop partner programs, and is led by District's network of AJCs.
- Coordinate resources and avoid duplication of effort and expenditures.
- Ensure the effective and efficient delivery of AJC and partner services.
- Enhance the workforce system and AJC services to create a seamless customer experience.
- Increase and maximize access to workforce services for individuals with barriers to employment.
- Establish coordinated processes and procedures that will, ultimately, enable partners to align and integrate programs and activities across the workforce system.

This document ensures compliance with the federal Workforce Innovation and Opportunity Act (PL 113-128) and its implementing regulations, and provides the framework to achieve shared goals between the parties to the MOU and among other workforce development system partners in the District, with regard to providing comprehensive, seamless, customer-focused delivery of employment, training and related services.



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2. Background

On July 22, 2014, President Obama signed WIOA into law. WIOA is designed to strengthen and improve the nation's public workforce system and help get Americans, including disconnected youth and those with significant barriers to employment, into high-quality jobs and careers and help businesses hire and retain skilled workers.

In June 2016, the U.S. Department of Labor and the U.S. Department of Education issued final regulations to implement WIOA. The regulations clarify the need and expectation to modernize the nation's workforce system and represent an integrated, job-driven approach to support communities and expand job growth.

The regulations reaffirm the role of the one-stop delivery system as the cornerstone of public workforce development programs and require organizations managing and operating federal partner programs to collaborate to support a seamless customer-focused service delivery network. The regulations further require that programs and providers co-locate, coordinate, and/or otherwise integrate resources, activities and information, so that the system as a whole is accessible for individuals and businesses alike. The ultimate goal of the system is to increase the long-term employment and earnings outcomes for individuals seeking services, especially those with significant barriers to employment.

As indicated, the MOU is an agreement developed and executed by the DC WIC, the Mayor and the one-stop partners relating to the operation of the one-stop delivery system. As the management of the American Job Center network is the shared responsibility of the WIC, the Mayor, WIOA core program partners, the required one-stop partners, other (optional) one-stop partners, and American Job Center Operator (also referred to the One-Stop Operator), the U.S. Department of Labor and other federal agencies expect partners in local workforce systems to work together in developing an MOU that demonstrates the spirit and intent of WIOA, thereby ensuring the successful integration and implementation of partner programs in American Job Centers.

The District's State Plan

In March 2016, the District submitted a Unified State Plan to the U.S. Departments of Labor and Education detailing how it will use the new law to create an innovative, comprehensive plan to move the city forward. The District's State Plan lays out specific strategies and operational components for overall workforce system improvements, focusing on five key areas: system alignment, access, performance, business

alignment, and youth services. There is special attention paid toward high-growth industries to ensure that DC residents are prepared for the jobs of today and of tomorrow.

Implementation of WIOA within the District

The District is taking a phased approach to WIOA implementation over four years (2015 through 2018), prioritizing key decisions and activities described in the District's Unified State Plan and incorporating federal guidance. Over the course of a multi-phased plan, DC WIC continues to work toward and achieve key milestones, including but not limited to: preparing and obtaining approval of the Unified State Plan; harnessing the knowledge of stakeholders through WIOA Working Groups to inform system development; developing a WIOA-compliant policy manual; procuring a WIOA-mandated One-Stop Operator; developing and executing MOUs; and implementing an AJC certification system.

3. WIOA Requirements and References

WIOA prescribes the following with regard to partners and MOUs

- WIOA Section 121(c) requires that DC WIC develop and enter into a memorandum of understanding with the AJC/one-stop system partners.
- WIOA Section 121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into an MOU with DC WIC pursuant to WIOA Section 121(c).
- WIOA Section 121(b)(1) identifies the partner programs and requires that the services and activities under each program be made available through and/or in connection with the local AJC system. The entities that receive the funds for each of these programs and/or have the responsibility to administer the respective programs in the District are required partners under WIOA Section 121(b)(1).
- WIOA Section 121(b)(1)(A)(ii) requires each core partner to use a portion of available funding to maintain the one-stop delivery system, including infrastructure costs, as determined by an analysis of benefit to the partner program.
- WIOA Section 121(b)(1)(A)(iv) indicates that the requirements of each partner's authorizing legislation continue to apply under the local workforce system and that participation in the AJC system is in addition to other requirements applicable to each partner's program under each authorizing law.

4. DC WIC – Roles and Responsibilities

The DC WIC, which has oversight of federal workforce funding and programming, is a



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private-sector led board responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an effective workforce investment system. Members of the WIC, include representatives from the private sector, government officials, organized labor, youth and community groups, and organizations with workforce investment experience. The WIC also convenes and leads system stakeholders to ensure workforce programs and initiatives align with business needs. The Workforce Investment Council functions as the District's State and local workforce development board in accordance the requirements of WIOA.

DC WIC is responsible for: coordination of partners within the District's workforce system in accordance with WIOA; building partnerships, including those with businesses; convening a leadership team comprised of system partners; aligning and coordinating programs; overseeing the quality and continuous improvement of the workforce system; and certifying AJCs. Some of the foregoing responsibilities will be assigned to a One-Stop Operator competitively procured by the DC WIC.

In addition, WIOA Section 107 requires DC WIC to:

- Develop a State Workforce Plan and coordinate its implementation across the system partners.
- Conduct Workforce Research and Regional Labor Market analysis.
- Convene, broker and leverage local providers, stakeholders and resources.
- Lead employer engagement to promote business representation, develop linkages, implement effective sector strategies, and ensure workforce investments support the needs of employers.
- Lead efforts to develop and implement career pathways.
- Identify and promote proven and promising practices.
- Maximize the use of technology in the provision of services to job seekers and employers.
- Conduct program oversight to ensure appropriate use, management and investment of workforce resources.
- Negotiate local performance measures.
- Select operators and providers.
- Identify eligible providers of training and career services.
- Coordinate the delivery of core WIOA programs through the one-stop service delivery system.

DC WIC acts on behalf of the District to oversee WIOA Title I resources. Furthermore, DC WIC commits to the adoption of strategies to support talent development, job creation, income progression, business competitiveness and expanded opportunities for



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citizen prosperity.

5. Core Partners and Other One-Stop Partner Programs

WIOA describes core partner programs, required one-stop/AJC partner programs and additional one-stop/AJC partner programs.

Core Partners: WIOA calls for strengthening the alignment of core workforce programs by imposing unified strategic planning requirements, common performance accountability measures, and requirements governing the one-stop delivery system. The core workforce programs under WIOA include:

- Adult, Dislocated Worker and Youth Programs (Title I of WIOA)
- Adult Education and Family Literacy Act Program (Title II)
- Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III)
- Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV)

One-Stop/AJC Partner Programs: WIOA identifies the required one-stop partner programs. Generally, the entity that carries out the program serves as the one-stop partner. This may be the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in a local area. Carrying out a program or activity means that the partner is providing any of the services its grant, contract, or program requires.

The District's one-stop/AJC partner programs, which include the core partners' programs and administrators/providers are:

	<i>One-Stop/AJC Partner Program</i>	<i>District Agency/Local Provider</i>
U.S. Department of Labor Programs		
1.	Adult (<i>WIOA title I formula</i>)	Department of Employment Services
2.	Dislocated Worker (<i>WIOA title I formula</i>)	Department of Employment Services
3.	Youth (<i>WIOA title I formula</i>)	Department of Employment Services
4.	Job Corps (<i>WIOA title I</i>)	Potomac Job Corps Center – Exceed Corporation
5.	Senior Community Service Employment Program (<i>title V of the Older Americans Act of 1965</i>)	Department of Employment Services <i>and</i> National Caucus on Black Aging
6.	Trade Adjustment Assistance	Department of Employment Services



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	activities (<i>Trade Act of 1974, as amended</i>)	
7.	Jobs for Veterans State Grants (<i>Chapter 41 of title 38</i>)	Department of Employment Services
8.	Unemployment Compensation programs	Department of Employment Services
9.	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA title III	Department of Employment Services
<i>U.S. Department of Education Programs</i>		
11.	Adult Education and Family Literacy Act (<i>AEFLA</i>) program (<i>WIOA title II</i>)	Office of the State Superintendent of Education
12.	State VR program, authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV	Department on Disability Services
13.	Career technical education programs at the postsecondary level, authorized under Carl D. Perkins Career and Technical Education Act of 2006	Office of the State Superintendent of Education
<i>U.S. Department of Health and Human Services Programs</i>		
14.	Programs authorized under the Social Security Act title IV, part A (<i>TANF</i>)	Department of Human Services
15.	Community Services Block Grant Employment and Training activities (<i>Community Services Block Grant Act</i>)	Department of Human Services
<i>U.S. Department of Housing and Urban Development Programs</i>		
16.	Employment and training programs	District of Columbia Housing Authority

Additional One-Stop/AJC Partner Programs: WIOA indicates that, with the approval of the local workforce board and the Chief Local Elected Official, other appropriate Federal, State or local programs may become partners in the local workforce system. In the event that the DC WIC and the Mayor approve the addition of other partners, MOUs will be developed with each.

6. The District's American Job Centers

The following locations comprise the District's network of AJCs:



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<i>Comprehensive Center:</i> 4058 Minnesota Ave., NE Washington, DC 20019	<i>Affiliate Center:</i> 2330 Pomeroy Road, SE Washington, DC 20020
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<i>Affiliate Center:</i> 5171 South Dakota Ave., NE Washington, DC 20017	<i>Affiliate Center:</i> 2000 14th St., NW, 3rd Floor Washington, DC 20009
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7. System Access via the Internet

DC WIC will work with the District's Department of Employment Services (to ensure on-going operation of the AJC customer access website: dcnetworks.org, which provides resources for job seekers and businesses. In addition, all partners are encouraged to promote the system and the full range of other partners via their websites through hyperlinks and information about system programs.

8. Service Delivery

The District's workforce system and AJC network has been established by DC WIC in accordance with WIOA and the Unified State Plan. WIOA Section 121 (b)(1)(B) identifies the programs, services and related activities that must be provided through the workforce development delivery system. The State Plan further identifies programs that must be accessible through the AJC system. Attachment A, AJC and One-Stop System Services, describes services available at AJC and serves as the framework for system service delivery in the District.

In all centers, Basic and Individualized Career Services are provided to assist participants in evaluating and determining their career plans and service requirements. Where new or increased skills are required to achieve the plan, assistance with access to training and education services are available.

Business services are intended to assure that the training and support provided to job seekers also aligns with the needs of the District's employers for recruiting, training and retaining talent and supports career pathways for job seekers. The DC WIC is responsible for coordinating these activities to assure the desired outcomes.

Attachment B, Shared System Services/Roles and Responsibilities, describes the ways in which DCHA supports the AJCs and overall workforce system services.



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9. General Partner Responsibilities

The parties agree to work collaboratively to carry out the provisions of this MOU and advance the quality and effectiveness of the workforce system. In addition, the parties agree to:

- Continuous partnership building.
- Participate in continuous improvement activities.
- Making available to customers, through the AJCs, the services that are applicable to partner's programs.
- Participating in the operation of the AJC system, consistent with the terms of the MOU, the Unified State Plan and requirements of applicable law.
- Participating in staff capacity-building and development, including but not limited to cross-training between partner staff.
- Developing, offering and delivering quality business services that assist targeted industry sectors in overcoming the challenges of recruiting, retaining and developing talent for the regional economy.

Specific responsibilities of DCHA are described in Attachment B, Shared System Services/Roles and Responsibilities.

10. DCHA Programs and Services

DCHA is committed to delivering services through and in connection with the AJC system in accordance with WIOA, the Unified State Plan and DC WIC policies, as applicable. DCHA programs covered by this commitment and MOU include:

- U.S. Department of Housing and Urban Development (HUD) Employment and Training Programs

Further information on the role of DCHA is outlined at Attachment B.

11. Methods for Referring Customers

The referral process includes a commitment of the parties to the MOU and all other AJC/one-stop partners to implement processes for the referral of customers to services provided on-site at the AJCs and at other locations. At a minimum, the referral process between the AJCs and the one-stop partners will:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding AJC programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally, or through other means determined in cooperation with partners and operators.
- Describe how each AJC partner will provide a direct link or access to other AJC partner staff that can provide meaningful information or service, through the use of co-location, cross training of AJC staff, or real-time technology (two-way communication and interaction with AJC partners that results in services needed by the customer).
- Strive to share referral information among the AJCs and each individual partner under a process to be defined by the One-Stop Operator.

12. System Accessibility and Inclusiveness

The District's AJC system is designed to be universally accessible, customer-centered and able to offer training and related resources that are driven by the needs of the local economy. The DC WIC is committed to ensuring high quality services for job seekers of all skill levels, but especially low-income and other underserved residents, including those receiving public assistance, those with disabilities, and individuals with low basic skills.

Through this MOU, the DC WIC and DCHA commit to working together to focus efforts and resources to ensure the needs of job seekers and workers with barriers to employment are effectively addressed in the AJC system. This necessitates that the parties work together to prioritize services and increase outreach to individuals with barriers to employment, a group that includes members of the following populations:

- Low-income persons
- Basic skills deficient
- Returning citizens
- Individuals with disabilities
- English language learners
- Homeless persons
- Public housing residents
- Public assistance recipients
- Youth disconnected from school and/or work
- Others with significant barriers to employment

13. Equal Opportunity

The parties agree to comply with all applicable federal and local nondiscrimination laws. The parties shall not unlawfully discriminate against any customer, applicant for employment, or employee of a party to this MOU or other entity. The parties shall adhere to the policies, procedures, and guidance issued by District, other partner agencies and the DC WIC regarding equal opportunity, nondiscrimination, and increased accessibility. Nothing in this Section shall be construed as limiting the parties' agreement to increase and maximize access for individuals with barriers to employment.

14. Resource Sharing

In accordance with WIOA section 121 and implementing regulations, each partner must use a portion of its funds to support applicable career services and AJC infrastructure costs. Attachment C, Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services, identifies the specific infrastructure/shared costs and the method by which those costs will be supported by DCHA in accordance with WIOA and Federal cost principles, which require that all costs must be allowable, reasonable, necessary, and allocable to the program as well as all other applicable legal requirements. The DC WIC is responsible for managing the Infrastructure Funding Agreement, which is part of the Agreement on Resource Sharing, as well as collecting and disbursing the shared resources outlined within the Agreement.

15. Appeals

If an AJC/one-stop partner and the DC WIC cannot reach agreement on contribution to infrastructure costs, the matter will be referred for resolution to the Mayor, the decision of whom will be final.

16. Confidentiality Requirements and Development of Data Sharing Strategies

WIOA, the DC WIC and the Unified State Plan support alignment and integration of programs and services to better serve common customers. Sharing customer service-level data between partner organizations is a goal of the system. In furtherance of this goal, DCHA commits to work with DC WIC and other system partners to identify strategies and approaches to data sharing. The data sharing agreement that DOES currently has in place with other District agencies, including the Office of the State Superintendent of Education (OSSE), can provide a foundation for development of data



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sharing arrangements across all partners within the local workforce system.

The parties agree to comply with provisions of WIOA, the Wagner-Peyser Act, the Rehabilitation Act of 1973, and the Adult Education and Family Literacy Act, and any other applicable requirements of the District or federal law to assure that customer information shall be shared solely for the purpose of enrollment, referral, or provision of services. When required under applicable law, a release of information will be obtained from the customer before sharing confidential protected information. In carrying out its respective responsibilities, each party shall respect and abide by the confidentiality policies, procedures, and guidance of the other parties, observing the requirement that are most restrictive.

17. Term and Renewal

The performance under this MOU shall commence on October 1, 2019, and shall terminate on September 30, 2020, unless previously terminated or updated pursuant to the terms of this MOU. The MOU may be extended for up to two additional one-year terms upon agreement from all parties. The MOU shall be reviewed and renewed not less than once every three years.

18. Modifications, Amendments and Termination

This instrument constitutes the entire agreement between the Parties, and all oral or written agreements between the Parties relating to the subject matter of this Agreement that were made prior to the execution of this Agreement have been reduced to writing and are contained herein. This Agreement supersedes and replaces all prior agreements between the Parties relating to this subject matter. Any prior agreements are hereby terminated.

This MOU may be modified, revised, or amended by mutual written consent of all the signatory Parties. A written request must be submitted to the named parties. The modification shall not be effective unless agreed to in writing by all parties in an Amendment to this MOU, properly executed and approved in accordance with applicable law and fiscal requirements.

The MOU will remain in effect in accordance with the expressed term, unless:

- All Parties mutually agree to terminate this MOU prior to the end date.
- Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any



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party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.

- WIOA is repealed or superseded by subsequent federal law.
- A party breaches any provision of this MOU and such breach is not resolved within thirty (30) days of receiving written notice from DC WIC. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.
- In the event of termination, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

Any party may request to terminate its inclusion in this MOU by providing written notice to all other parties.

19. Anti-Deficiency Considerations

The Parties acknowledge and agree the District is not authorized to make any obligations in advance or in the absence of lawfully available appropriations 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 (2007), (iii) D.C. Official Code § 47-105 (2005), and (iv) D.C. Official Code § 1-204.46 (2007 Supp.), as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

20. Point of Contact

The main point of contact for the MOU is:

Executive Director
DC Workforce Investment Council
2235 Shannon Pl., SE, Suite 3031
Washington, DC 20020

21. Attachments to the MOU

The following attachments are incorporated into the MOU:



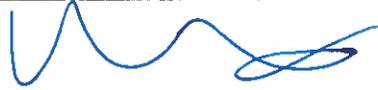
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- A. AJC and One-Stop System Services
- B. DCHA – Shared System Services/Roles and Responsibilities
- C. Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services

22. Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing:

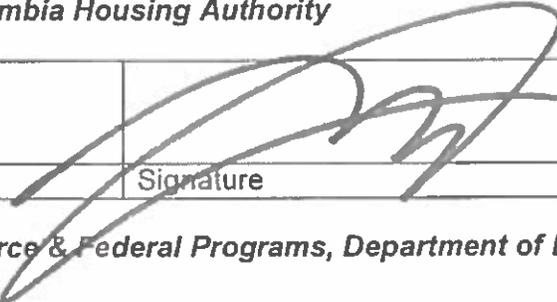
Chief Elected Official, District of Columbia

Unique Morris-Hughes Designee for Mayor Muriel Bowser		4/8/20
Name	Signature	Date

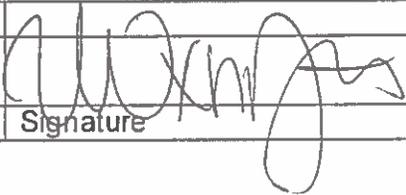
Executive Director, Workforce Investment Council

Ahnna Smith		1/8/20
Name	Signature	Date

Director, District of Columbia Housing Authority

Tyrone Garrett		12.15.19
Name	Signature	Date

Deputy Director, Workforce & Federal Programs, Department of Employment Services

Vanessa Weatherington		1/8/2020
Name	Signature	Date



**Memorandum of Understanding
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ATTACHMENT A

AJC and One-Stop System Services

**Workforce Innovation and Opportunity Act
One-Stop Delivery System Memorandum of Understanding**

One-Stop System Services

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services.

Career Services: Career services for adults and dislocated workers are available at all DCAJCs. U.S. DOL has identified three types of career services:

- Basic career services;
- Individualized career services; and
- Follow-up services

Basic Career Services: Basic career services must be made available and, at a minimum, must include the following:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
 - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
 - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;



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- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information, in usable and understandable formats and languages, about how the Board¹ is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;
- Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Career Services: Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. To avoid duplication of services, WIOA allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by AJCC representatives and must have been completed within the previous six months
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including information regarding eligible training providers;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills,

¹ Within the District, the DC WIC.

and professional conduct services to prepare individuals for unsubsidized employment or training;

- Internships and work experience that are linked to careers;
- Workforce preparation activities;
- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance; and
- English language acquisition and integrated education and training programs.

Follow-up Services: These services must be made available, as appropriate (including counseling regarding the workplace) for participants in adult or dislocated worker activities that are placed in unsubsidized employment for a minimum of 12 months after the first day of employment.

Training Services: WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Examples of training services include:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training (OJT), including registered apprenticeship;
- Incumbent worker training in accordance with WIOA §134(d)(4);
- Workplace training and cooperative education programs;
- Private sector training programs;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs in accordance with WIOA §134(d)(5);
- Job readiness training provided in combination with other training described above;
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

WIOA clarifies that there is no sequence of service requirement in order to receive training. However, DOL has indicated that, at minimum, to be eligible for training, an individual must receive an interview, evaluation, or assessment and career planning or any other method through which the one-stop operator/partner can obtain enough information to make an eligibility determination for training services. Where appropriate, a recent interview, evaluation, or assessment may be used for the assessment purpose.

Business Services: The District's AJCs are part of a business-focused system.

Examples of system services to serve business customers include:

- Customized screening and referral of qualified participants in training services to employers
- Customized employment-related services to employers, employer associations, or similar organizations on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act
- Work-based learning activities, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Activities to provide business services and strategies that meet the workforce investment needs of employers, as determined by the Board and consistent with the local plan.



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ATTACHMENT B

**District of Columbia Housing Authority (DCHA):
Shared System Services/Roles and Responsibilities**

DCHA is an independent government agency that provides quality affordable housing to extremely low- to moderate-income households. The agency fosters sustainable communities where residents can improve their lives.

As one of the District's largest landlords, DCHA serves 50,000 qualified low-income residents through traditional affordable housing, tenant- and project-based housing vouchers, and mixed-income properties.

To enhance employment and career opportunities for DCHA public housing residents and Housing Choice Voucher Program participants, the agency has launched a Workforce Development Initiative, much of the activity of which takes place at DCHA's Southwest Family Enhancement & Career Center (SWEFCC). Targeting unemployed individuals with various levels of work readiness, the Initiative provides services aimed at removing barriers and providing skills that qualify residents to secure employment in demand industries. Among the services offered are: pre-apprenticeship support services; career fairs; job placement assistance; mentoring; work readiness training; job clubs; occupational training; and specialized services for veterans and persons with disabilities.

In concert with its Workforce Initiative, DCHA has harnessed the resources of the University of the District of Columbia Community College (UDC-CC), which, through its Workforce Development and Lifelong Learning (WDLL) Division is making a wide range of employment and training services available at SWEFCC. In addition to providing services such as career assessments, introductory computer classes, and apartment maintenance courses at the center, UDC-CC will also create an intake and referral system for DCHA residents to attend WDLL courses at UDC's campuses citywide.

Given the efforts and activities under its Workforce Development Initiative, the DCHA is well positioned to function as a portal and community access point for the District's AJCs and the entire local workforce development delivery system.

The following information summarizes DCHA's role within the District's one-stop/AJC system:

- Shared System Design and Access
- Shared System Knowledge

➤ Shared Services and Customers

Shared System Design and Access

With regard to system design and access, the system partners and DC WIC agree to use of the following terms to characterize the participation of the DCHA and other partners within the local AJC system:

- **Co-Location:** A full- or part-time physical presence by one or more partner representatives at one or more of the District's AJCs.
- **Electronic Connection:** Providing AJC customers direct linkages to partner services to through use of various web-based technology applications, along with using web connections to provide partners' customers access to the AJCs and system partner information and services.

DCHA will, principally, participate in the system through electronic connection, including using hyperlinks on its own website to link participants to the AJCs and to system partners' websites. In addition, DCHA customers may use dcnetworks.org to access system information and services.

DCHA representatives may also, periodically, participate in activities occurring at the AJCs, such as recruitment and hiring events.

Shared System Knowledge

DCHA agrees to participate in cross training partner program staff to increase system capacity. This will include:

- Providing content to be used in training of partner managers and staff about the programs and services offered by DCHA. Such content will, at a minimum, include information about types of services offered; program and service eligibility requirements; application processes; and information on outcomes.
- Assisting with the delivery of training, which may include providing content suitable for electronic media format (e.g. PowerPoint, on-line video) or in-person or webcast presentations to partner representatives.
- Participating in training developed and/or provided by all District one-stop system partner agencies listed in Section 5 of the MOU. Such participation may occur through attendance at in-person sessions or by viewing web-based content.

Shared Systems and Customers

As a partner in the District's workforce development delivery system and with its network of AJCs, DCHA is committed to working with the DC WIC, DOES (which operates the AJCs), and the full range of system partners to devise, implement and continuously improve workforce strategies benefitting residents and businesses in Washington, DC. As an extension of this commitment, DCHA agrees to participate in meetings and activities organized by the One-Stop Operator, which is contracted by the WIC to manage partner activities within the centers and across the local workforce system.

DCHA's role in the coordinated delivery of AJC services will include the following services, participation and collaboration.

1. Outreach and Recruitment

While DCHA targets specific groups (generally, public housing residents and Housing Choice Voucher Program participants), its messages reach a broad cross section of District residents. Therefore, the agency can provide candidates (including those not using its services) with information on the services of the AJCs and the system's partner programs. Information will be provided via web-based media, print materials and verbal communications.

2. Intake

As DCHA representatives conduct intake for its programs, it agrees to identify individuals that may be eligible for and/or interested in AJC services or those of the system partners. Such individuals will be referred in accordance with the process summarized under item 5, below.

3. Orientation

Similar to candidate information derived from outreach and intake processes, orientation and information sessions led by DCHA provide a venue and/or opportunity to share with District residents information about other programs and services for which they may be qualified. For those who may benefit from AJC or partner programs, DCHA will make appropriate referrals in accordance with the process summarized under item 5, below.

4. *Initial Assessment*

To the extent permitted by rules governing the funding under which it operates, DCHA may provide the AJCs and other partners with results of assessments (such as CASAS, Northstar and career assessments) in which residents participate. In cases where residents apply for services from another system partner, this process may help to avoid duplication of effort. Sharing of assessment results will require a release signed by the affected individuals.

5. *Cross Referrals*

As indicated in Section 11 of the MOU, cross referrals among the District's workforce system partners are critical to the goals of collaboration and alignment of programs and to ensuring that services are customer-focused. While the partners will work with the One-Stop Operator to develop specific details for managing and tracking referrals; DCHA and the other system partners agree to the following:

- Referrals will be made when services of a partner program can fulfill an unmet need of an applicant/participant.
- Referrals will be made via a "hard hand-off," under which DCHA will refer individuals to a specific contact person at a partner agency and will provide assistance in scheduling an appointment, if possible.
- Referrals made will be recorded and shared with the One-Stop Operator.

6. *Sharing of Local Market Intelligence*

Through its Workforce Development Initiative, DCHA regularly communicates with businesses to help inform its efforts to train and place residents in employment. Similarly, DC WIC, the AJCs and all partner programs conduct business outreach and engage in gathering local labor market information and industry "intelligence." To the extent practicable, the DCHA agrees to share such information and intelligence with the AJC/one-stop partners so that entire system is well prepared to meet business and industry needs.

7. *Co-Enrollment/Co-Case Management*

When DCHA and one or more other partners serve the same customer (via the participant's co-enrollment), the partners agree to identify opportunities to co-case manage activities to streamline processes and avoid duplication of effort and resources.

8. *Support Services*

DCHA directly provides or otherwise connects its students to a wide range of support services. Participants may be referred to the AJCs or other system partners for other services to address their unique needs.

9. *Placement Services*

To increase the range of employment opportunities for graduates of its programs, DCHA agrees to refer those seeking employment to the AJCs for placement services and support, when such services are determined as benefitting an individual.



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ATTACHMENT C

**Agreement on Resource Sharing:
AJC/One-Stop Infrastructure Agreement & Shared Systems Allocation
Costs Per Required Program**

I. Agreement on Resource Sharing

The consolidated IFA and Shared Systems Allocation Costs Per Required Program budget table in Section VII of this Attachment C includes the proportionate share of partners' contributions to the costs of the infrastructure of the District of Columbia AJCs. Partner's contribution is \$60.00. Failure to comply with requirements of this agreement may result in a penalty or corrective action. The Consolidated System Budget for Applicable Career Services in Section VII of this Attachment C represents services authorized to be provide under each partner's program and are paid by each individual program.

The District of Columbia cost sharing agreement has been developed via consensus with the required partners in this workforce development area. All of the applicable partners have indicated their approval by executing an MOU with the DC WIC. The cost sharing agreement consists of:

- Non-personnel infrastructure costs necessary for the general operation of the One-Stop Centers, including but not limited to:
 - Applicable facility costs (such as rent)
 - Costs of utilities and maintenance
 - Equipment (including assessment-related and assistive technology for individuals with disabilities); and
 - Technology to facilitate access to the One-Stop Centers, including technology used for the center's planning and outreach activities
- Additional costs:
 - Applicable Career Services to include the costs of the provision of Career Services in Section 134(c)(2), as authorized by and applicable to each partner's program. For the purpose of this cost sharing agreement, applicable career services were defined to mean the partner's costs for the delivery of applicable career services.
 - The other system costs may include any other shared services that are authorized for and commonly provided through the AJC partner programs to any individual, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other One-Stop partners, and business services.



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The cost sharing agreement was developed for the entire American Job Center of the District of Columbia System.

Each partner recognizes that infrastructure costs are applicable to all required partners, whether they are physically located in the American Job Center or not. Each partner's contributions to both infrastructure and additional costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the partner programs' authorizing laws and regulations and the Uniform Guidance.

The WIOA Adult, Dislocated Worker, and Youth programs, Wagner-Peyser, Jobs for Veterans State Grant, Unemployment Insurance Compensation (UI), Carl D. Perkins, Adult Education and Family Literacy Act (AEFLA) program, Vocational Rehabilitation, TANF, and Job Corp are physically co-located in the District of Columbia American Job Centers.

The Senior Community Service Employment Program run by National Caucus on Black Aging (NCBA) and the employment and training programs run by DC Housing Authority (DCHA) do not have Partner Program Staff FTEs in AJC; their services are accessible via AJC front desk staff and other cross-trained partner staff at the AJC who can assist in making referrals.

II. Cost Allocation Methodology and Steps to Reach Consensus:

The DC WIC facilitated partner meetings on November 20, 2017, January 5, 2018, and October 3, 2018, and worked with partners to achieve consensus regarding the basis for allocating costs. In the process, DC WIC identified and described several potential bases for cost allocation, and ultimately recommended the basis chosen by the partners because it seemed to most appropriately allocate costs across the partners.

The methodology for equitable distribution of costs associated with the Infrastructure Funding Agreement (IFA) will be the proportion of partners' staff FTEs among all staff at the AJC based on actual number of hours worked. The existing FTE basis for allocation skews the distribution of costs, depending on how the IFA partners source their personnel. The DOES/Office of the Chief Financial Officer (OCFO) will allocate costs based on each IFA partner's proportional share of total monthly hours worked, which aligns with all other cost allocation bases utilized for American Job Center operations. The DC WIC has published a policy on its website which details the cost allocation methodology and the guidance used in finalizing this agreement. (DC WIGL-2018-001 [November 16, 2018], <https://dcworks.dc.gov/node/1372586>).

In the future, alternative allocation bases may be considered and are subject to use if the alternative methodology demonstrates a more equitable distribution of costs amongst the IFA partners.

III. IFA Partner Personnel and Data Submission:

IFA partners must submit to the DC WIC and the Fiscal Agent, DC DOES and keep current the following information, in order to determine the allocation of costs:

Personnel Information

- Number of employees reporting to the AJC
- Staff Name and Title
- AJC Location (Name and Address)
- Expected Tour of Duty
- Anticipated/Actual Staffing or Tour of Duty Changes

Data

- Biweekly hours worked/paid
- 485 Report in MS Excel (Government Entities only)
- PeopleSoft Query (Preferred if applicable)

The DOES/OCFO will use the above information to determine the IFA Partner Cost Share. The data must be signed by an authorized official from the IFA partner's finance team or executive staff upon submission.

IV. Cost Reconciliation and Billing:

The DOES/OCFO will prepare an updated expenditure or budget to actual document monthly and will prepare an invoice for each IFA partner with the actual costs allocable to each partner for the quarter.

Invoicing will occur monthly via email to the designated IFA partner point of contact. The IFA partners understand that the timeliness of the preparation and submission of invoices is contingent upon the timeliness of each partner providing the necessary cost information.

Upon receipt of the invoice, each partner will review and submit payment no later than fifteen (15) days following receipt. Partners should communicate any disputes with costs in the invoice in writing. The DOES/OCFO will review the disputed cost items and



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respond accordingly to the IFA partner within ten (10) days of receipt of notice of the disputed costs.

V. Method of Payment:

All District of Columbia government IFA partners must use Intra-District transfers to fund their portion of the IFA costs. The use of Intra-District Advances or Reimbursements is to be determined. All non-government IFA partners must reimburse quarterly via ACH or Check.

Non-District government agencies must advance their total contribution prior to quarterly invoicing to ensure reimbursement to DOES programs that frontload.

VI. Fiscal Agent Role/Responsibility:

- DOES will serve as the fiscal agent for this MOU
- Provide the estimated fixed cost budget for the American Job Center
- Create unique codes in the financial system to track expenditures/revenue for the partners
- Bill partners at least quarterly
- Reconcile expenditures/revenue at least quarterly

VII. IFA and Shared Systems Allocation Costs Tables:



**Memorandum of Understanding
DC Workforce Investment Council and
District of Columbia Department of Employment Services**

1. Parties and Purpose

This Memorandum of Understanding (MOU) is entered into by the District of Columbia (District), through the Mayor, (serving as Governor) the District of Columbia Workforce Investment Council (DC WIC), and the District of Columbia Department of Employment Services (DOES) referred to herein collectively as "Parties" and individually as "Party". The MOU defines cooperation, collaboration, and alignment requirements for successful operation of the District of Columbia American Job Centers (District Workforce System). The District Workforce System functions as the District's one-stop service delivery centers and the main access point to the workforce development service delivery system for the District.

This MOU complies with requirements under the Workforce Innovation and Opportunity Act (WIOA) and its implementing regulations. The MOU provides the framework to achieve shared goals between the Parties as defined in the District's Unified State Plan, specifically, providing comprehensive, seamless, customer-focused delivery of employment, training and related services.

The purpose of MOU is to:

- Coordinate the establishment of a one-stop delivery system, whereby the DC WIC, as the State Board, will coordinate the development and execution of an MOU with all District Workforce System partners;
- Define the roles and responsibilities of DC WIC and DOES, as they relate to the operation and continued development of the District Workforce System;
- Provide guidance for the coordination of resources within the District Workforce System to avoid duplication of effort and expenditures;
- Promote effective and efficient delivery of services and programs through coordination and alignment of all District Workforce System partners;
- Identify opportunities to enhance District Workforce System services to create a seamless customer experience; and
- Reaffirm the District's commitment to increase and maximize access to workforce services for customers with barriers to employment.

The management of the District Workforce System is the shared responsibility of DOES and WIOA core program partners, required one-stop partners, and other optional one-stop partners. As such, the U.S. Department of Labor and other federal agencies expect partners in single-area state workforce systems to work together in developing an MOU that demonstrates the spirit and intent of WIOA, thereby ensuring the successful integration and implementation of partner programs in the District Workforce System.

DC WIC maintains such MOU with all workforce system agencies that participate in the District Workforce System. This MOU highlights DOES' unique roles and responsibilities in the District Workforce System as the central District Workforce System service provider, grant administrator and fiscal agent.

2. Background

On July 22, 2014, President Obama signed WIOA into law. WIOA is designed to strengthen and improve the nation's public workforce system and help get Americans, including disconnected youth and those with significant barriers to employment, into high-quality jobs and careers and help businesses hire and retain skilled workers.

In June 2016, the U.S. Department of Labor and the U.S. Department of Education issued final regulations to implement WIOA. The regulations clarify the need and expectation to modernize the nation's workforce system and represent an integrated, job-driven approach to support communities and expand job growth.

The regulations reaffirm the role of the one-stop delivery system as the cornerstone of public workforce development programs and require organizations managing and operating federal partner programs to collaborate to support a seamless customer-focused service delivery network. The regulations further require that programs and providers co-locate, coordinate, and/or otherwise integrate resources, activities and information, so that the system as a whole is accessible for individuals and businesses alike. The ultimate goal of the system is to increase the long-term employment and earnings outcomes for individuals seeking services, especially those with significant barriers to employment.

As indicated, the MOU is an agreement developed and executed by the DC WIC, the Mayor and the one-stop partners relating to the operation of the one-stop delivery system. As the management of the American Job Center network is the shared responsibility of the WIC, the Mayor, WIOA core program partners, the required one-stop partners, other (optional) one-stop partners, and American Job Center Operator (also referred to the One-Stop Operator), the U.S. Department of Labor and other federal agencies expect partners in local workforce systems to work together in developing an MOU that demonstrates the spirit and intent of WIOA, thereby ensuring the successful integration and implementation of partner programs in American Job Centers.

The District's State Plan

In March 2016, the District submitted a Unified State Plan to the U.S. Departments of Labor and Education detailing how it will use the new law to create an innovative, comprehensive plan to move the city forward. The District's State Plan lays out specific strategies and operational components for overall workforce system improvements, focusing on five key areas: system alignment, access, performance, business alignment, and youth services. There is special attention paid toward high-growth industries to ensure that DC residents are prepared for the jobs of today and of tomorrow.

The District's Workforce Investment Council (DC WIC)

The DC WIC, which has oversight of federal workforce funding and programming, is a private-sector led board responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an effective workforce investment system. Members of the WIC, include representatives from the private sector, government officials, organized labor, youth and community groups, and organizations with workforce investment experience. The WIC also convenes and leads system stakeholders to ensure workforce programs and initiatives align with business needs. The Workforce Investment Council functions the District's State and local workforce development board in accordance the requirements of WIOA.

Implementation of WIOA within the District

The District is taking a phased approach to WIOA implementation over four years (2015 through 2018), prioritizing key decisions and activities described in the District's Unified State Plan and incorporating federal guidance. Over the course of a multi-phased plan, DC WIC continues to work toward and achieve key milestones, including but not limited to: preparing and obtaining approval of the Unified State Plan; harnessing the knowledge of stakeholders through WIOA Working Groups to inform system development; developing a WIOA-compliant policy manual; procuring a WIOA-mandated One-Stop Operator; developing and executing MOUs; and implementing of an AJC certification system.

3. WIOA Requirements and References

WIOA prescribes the following with regard to partners and MOUs

- WIOA Section 121(c) requires that DC WIC develop and enter into a memorandum of understanding with the AJC/one-stop system partners.

- WIOA Section 121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into an MOU with DC WIC pursuant to WIOA Section 121(c).
- WIOA Section 121(b)(1) identifies the partner programs and requires that the services and activities under each program be made available through and/or in connection with the local AJC system. The entities that receive the funds for each of these programs and/or have the responsibility to administer the respective programs in the District are required partners under WIOA Section 121(b)(1).
- WIOA Section 121(b)(1)(A)(ii) requires each core partner to use a portion of available funding to maintain the one-stop delivery system, including infrastructure costs, as determined by an analysis of benefit to the partner program.
- WIOA Section 121(b)(1)(A)(iv) indicates that the requirements of each partner's authorizing legislation continue to apply under the local workforce system and that participation in AJC system is in addition to other requirements applicable to each partner's program under each authorizing law.

4. DC WIC – Roles and Responsibilities

DC WIC is responsible for: coordination of partners within the District's workforce system in accordance with WIOA; building partnerships, including those with businesses; convening a leadership team comprised of system partners; aligning and coordinating programs; overseeing the quality and continuous improvement of the workforce system; and certifying AJCs. Some of the foregoing responsibilities will be assigned to a One-Stop Operator competitively procured by the DC WIC.

In addition, WIOA Section 107 requires DC WIC to:

- Develop a State Workforce Plan and coordinate its implementation across the system partners.
- Conduct Workforce Research and Regional Labor Market analysis.
- Convene, broker and leverage local providers, stakeholders and resources.
- Lead employer engagement to promote business representation, develop linkages, implement effective sector strategies, and ensure workforce investments support the needs of employers.
- Lead efforts to develop and implement career pathways.
- Identify and promote proven and promising practices.
- Maximize the use of technology in the provision of services to job seekers and employers.
- Conduct program oversight to ensure appropriate use, management and investment of workforce resources.
- Negotiate local performance measures.
- Select operators and providers.

- Identify eligible providers of training and career services.
- Coordinate the delivery of core WIOA programs through the one-stop service delivery system.

DC WIC acts on behalf of the District to administer WIOA Title I resources. Furthermore, DC WIC commits to the adoption of strategies to support talent development, job creation, income progression, business competitiveness and expanded opportunities for citizen prosperity.

5. Core Partners and Other One-Stop Partner Programs

WIOA describes core partner programs, required one-stop/AJC partner programs and additional one-stop/AJC partner programs.

Core Partners: WIOA calls for strengthening the alignment of core workforce programs by imposing unified strategic planning requirements, common performance accountability measures, and requirements governing the one-stop delivery system. The core workforce programs under WIOA include:

- Adult, Dislocated Worker and Youth Programs (Title I of WIOA)
- Adult Education and Family Literacy Act Program (Title II)
- Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by Title III)
- Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV)

One-Stop/AJC Partner Programs: WIOA identifies the required one-stop partner programs. Generally, the entity that carries out the program serves as the one-stop partner. This may be the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in a local area. Carrying out a program or activity means that the partner is providing any of the services its grant, contract, or program requires.

The District's one-stop/AJC partner programs, which include the core partners programs and administrators/providers are:



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	One-Stop/AJC Partner Program	District Agency/Local Provider
U.S. Department of Labor Programs		
1.	Adult (<i>WIOA title I formula</i>)	Department of Employment Services
2.	Dislocated Worker (<i>WIOA title I formula</i>)	Department of Employment Services
3.	Youth (<i>WIOA title I formula</i>)	Department of Employment Services
4.	Job Corps (<i>WIOA title I</i>)	Potomac Job Corps Center – Exceed Corporation
5.	Senior Community Service Employment Program (title V of the Older Americans Act of 1965)	Department of Employment Services <i>and</i> National Caucus on Black Aging
6.	Trade Adjustment Assistance activities (Trade Act of 1974, as amended)	Department of Employment Services
7.	Jobs for Veterans State Grants (Chapter 41 of title 38)	Department of Employment Services
8.	Unemployment Compensation programs	Department of Employment Services
9.	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA title III	Department of Employment Services
U.S. Department of Education Programs		
11.	Adult Education and Family Literacy Act (AEFLA) program (WIOA title II)	Office of the State Superintendent of Education
12.	State VR program, authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV	Department on Disability Services
13.	Career technical education programs at the postsecondary level, authorized under Carl D. Perkins Career and Technical Education Act of 2006	Office of the State Superintendent of Education
U.S. Department of Health and Human Services Programs		
14.	Programs authorized under the Social Security Act title IV, part A (TANF)	Department of Human Services
15.	Community Services Block Grant Employment and Training activities (Community Services Block Grant Act)	Department of Human Services
U.S. Department of Housing and Urban Development Programs		
16.	Employment and training programs	District of Columbia Housing Authority



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Additional One-Stop/AJC Partner Programs: WIOA indicates that, with the approval of the local workforce board and the Chief Local Elected Official, other appropriate Federal, State or local programs may become partners in the local workforce system. In the event that the DC WIC and the Mayor approve the addition of other partners, MOUs will be developed with each.

6. The District's American Job Centers

The following locations comprise the District's network of AJCs:

Comprehensive Center: 4058 Minnesota Ave., NE Washington, DC 20019	Affiliate Center: 2330 Pomeroy Road, SE Washington, DC 20020
Affiliate Center: 5171 South Dakota Ave., NE Washington, DC 20017	Affiliate Center: 2000 14th St., NW, 3rd Floor Washington, DC 20009

7. System Access via the Internet

DOES will ensure on-going operation of the AJC customer access website: dcnetworks.org, which provides resources for job seekers and businesses. In addition, all partners are encouraged to promote the system and the full range of other partners via their websites through hyperlinks and information about system programs.

8. Service Delivery

The District's workforce system and AJC network has been established by DC WIC in accordance with WIOA and the Unified State Plan. WIOA Section 121 (b)(1)(B) identifies the programs, services and related activities that must be provided through the workforce development delivery system. The State Plan further identifies programs that must be accessible through the AJC system. Attachment A, AJC and One-Stop System Services, describes services available at AJC Centers and serves as the framework for system service delivery in the District.

In all centers, Basic and Individualized Career Services are provided to assist participants in evaluating and determining their career plans and service requirements. Where new or increased skills are required to achieve the plan, assistance with access to training and education services are available.

Business services are intended to assure that the training and support provided to job seekers also aligns with the needs of the District's employers for recruiting, training and retaining talent and supports career pathways for job seekers. The WIC is responsible for coordinating these activities to assure the desired outcomes.

Attachment C, Shared System Services/Roles and Responsibilities, describes the ways in which DOES supports the AJCs and overall workforce system services.

9. General Partner Responsibilities

The parties agree to work collaboratively to carry out the provisions of this MOU and advance the quality and effectiveness of the workforce system. In addition, the parties agree to:

- Continuous partnership building.
- Participate in continuous improvement activities.
- **Make** the services the services that are applicable to partner's programs available to customers through the District Workforce System.
- Participating in the operation of the AJC system, consistent with the terms of the MOU, the Unified State Plan and requirements of applicable law.
- Participating in staff capacity-building and development, including but not limited to cross-training between partner staff.
- Developing, offering and delivering quality business services that assist targeted industry sectors in overcoming the challenges of recruiting, retaining and developing talent for the regional economy.

Attachment B, DC WIC Roles and Responsibilities, describes the ways in which DC WIC supports District Workforce System services.

Attachment C, Shared System Services/Roles and Responsibilities, describes the ways in which DOES supports District Workforce System services.

10. Partner Programs and Services

DOES is committed to delivering services through and in connection with the AJC system in accordance with WIOA, the Unified State Plan and DC WIC policies, as applicable. DOES programs covered by this commitment and MOU include:

- Adult (WIOA title I formula)
- Dislocated Worker (WIOA title I formula)

- Youth (WIOA title I formula)
- YouthBuild (WIOA title I)
- Job Corps (WIOA title I)
- Senior Community Service Employment Program (title V of the Older Americans Act of 1965)
- Trade Adjustment Assistance activities (Trade Act of 1974, as amended)
- Jobs for Veterans State Grants (Chapter 41 of title 38)
- Unemployment Compensation programs
- Wagner-Peyser Act Employment Service, as authorized under the Wagner-Peyser Act, as amended by WIOA title III

Further information on the role of DOES is outlined at Attachment C.

11. Methods for Referring Customers

The referral process includes a commitment for the parties to the MOU and all other AJC/one-stop partners to implement processes for the referral of customers to services that are not provided on-site at the AJCs. At a minimum, the referral process between the AJCs and the one-stop partners will:

- Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service.
- Ensure that general information regarding AJC programs, services, activities and resources shall be made available to all customers as appropriate.
- Describe how customer referrals are made electronically, through traditional correspondence, verbally, or through other means determined in cooperation with partners and operators.
- Describe how each AJC partner will provide a direct link or access to other AJC partner staff that can provide meaningful information or service, through the use of co-location, cross training of AJC staff, or real-time technology (two-way communication and interaction with AJC partners that results in services needed by the customer).
- Strive to share referral information among the AJCs and each individual partner under a process to be defined by the One-Stop Operator.

12. System Accessibility and Inclusiveness

The District's AJC system is designed to be universally accessible, customer-centered and able to offer training and related resources that are driven by the needs of the local economy. DC WIC is committed to ensuring high quality services for job seekers of all skill levels, but especially low-income and other underserved residents, including those

receiving public assistance, those with disabilities, and individuals with low basic skills.

Through this MOU, DC WIC and DOES commit to working together to focus efforts and resources to ensure the needs of job seekers and workers with barriers to employment are effectively addressed in the AJC system. This necessitates that the parties work together to prioritize services and increase outreach to individuals with barriers to employment, a group that includes members of the following populations:

- Low-income persons
- Basic skills deficient
- Returning citizens
- Individuals with disabilities
- English language learners
- Homeless persons
- Public housing residents
- Public assistance recipients
- Youth disconnected from school and/or work
- Others with significant barriers to employment

13. Equal Opportunity

The parties agree to comply with all applicable federal and local nondiscrimination laws. The parties shall not unlawfully discriminate against any customer, applicant for employment, or employee of a party to this MOU or other entity. The parties shall adhere to the policies, procedures, and guidance issued by District, other partner agencies and the DC WIC regarding equal opportunity, nondiscrimination, and increased accessibility. Nothing in this Section shall be construed as limiting the parties' agreement to increase and maximize access for individuals with barriers to employment.

14. Resource Sharing

In accordance with WIOA section 121 and implementing regulations, each partner must use a portion of its funds to support applicable career services and AJC infrastructure costs. Attachment C, Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services, identifies the specific infrastructure/shared costs and the method by which those costs will be supported by DOES in accordance with WIOA and Federal cost principles, which require that all costs must be allowable, reasonable, necessary, and allocable to the program as well as all other applicable legal requirements. DC WIC is responsible for managing the Infrastructure Funding Agreement, which is part of the Agreement on Resource Sharing, as well as collecting

and disbursing the shared resources outlined within the Agreement.

15. Confidentiality Requirements and Development of Data Sharing Strategies

WIOA, DC WIC and the Unified State Plan support alignment and integration of programs and services to better serve common customers. Sharing customer service-level data between partner organizations is a goal of the system. In concert with this goal, DOES commits to work with DC WIC and other system partners to identified strategies and approaches to data sharing. The data sharing agreement that DOES currently has in place with other District agencies, including DOES and the Office of the State Superintendent of Education (OSSE), can provide a foundation for development of data sharing arrangements across all partners within the local workforce system.

The parties agree to comply with provisions of WIOA, the Wagner-Peyser Act, the Rehabilitation Act of 1973, and the Adult Education and Family Literacy Act, and any other applicable requirements of the District or federal law to assure that customer information shall be shared solely for the purpose of enrollment, referral, or provisions of services. When required under applicable law, a release of information will be obtained from the customer before sharing confidential protected information. In carrying out its respective responsibilities, each party shall respect and abide by the confidentiality policies, procedures, and guidance of the other parties.

16. Appeals

If an AJC/one-stop partner and the DC WIC cannot reach agreement on contribution to infrastructure costs, the matter will be referred for resolution to a neutral hearing officer co-appointed by the Mayor and WIC Chair, the decision of which will be final.

17. Term

The performance under this MOU shall commence on October 1, 2019, and shall terminate on September 30, 2020, unless previously terminated or updated pursuant to the terms of this MOU. The MOU may be extended for up to two additional one-year terms upon agreement from all parties. The MOU shall be reviewed and renewed not less than once every three years.

18. Modifications, Amendments and Termination

This instrument constitutes the entire agreement between the Parties, and all oral or written agreements between the Parties relating to the subject matter of this Agreement that were made prior to the execution of this Agreement have been reduced to writing and are contained herein. This Agreement supersedes and replaces all prior



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agreements between the Parties relating to this subject matter. Any prior agreements are hereby terminated.

This MOU may be modified, revised, or amended by mutual written consent of all the signatory Parties. A written request must be submitted to the named parties. The modification shall not be effective unless agreed to in writing by all parties in an Amendment to this MOU, properly executed and approved in accordance with applicable law and fiscal requirements.

The MOU will remain in effect in accordance with the expressed term, unless:

- All Parties mutually agree to terminate this MOU prior to the end date.
- Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
- WIOA is repealed or superseded by subsequent federal law.
- A party breaches any provision of this MOU and such breach is not resolved within thirty (30) days of receiving written notice from DC WIC. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.
- In the event of termination, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

Any party may request to terminate its inclusion in this MOU by providing written notice to all other parties.

19. Anti-Deficiency Considerations

The Parties acknowledge and agree the District is not authorized to make any obligations in advance or in the absence of lawfully available appropriations 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 (2007), (iii) D.C. Official Code § 47-105 (2005), and (iv) D.C. Official Code § 1-204.46 (2007 Supp.), as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.



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20. Point of Contact

The main point of contact for the MOU is:

Executive Director
DC Workforce Investment Council
2235 Shannon Pl., SE, Suite 3031
Washington, DC 20020

21. Attachments to the MOU

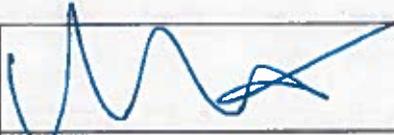
The following attachments are incorporated into the MOU:

- A. AJC and One-Stop System Services
- B. DC WIC Roles and Responsibilities
- C. Department of Employment Services – Shared System Services/Roles and Responsibilities
- D. Agreement on Resource Sharing – AJC/One-Stop Infrastructure and Other System Services

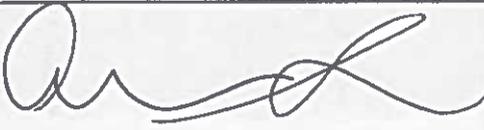
22. Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing:

Chief Elected Official, District of Columbia

Unique Morris-Hughes Designee for Mayor Muriel Bowser		1/8/20
Name	Signature	Date

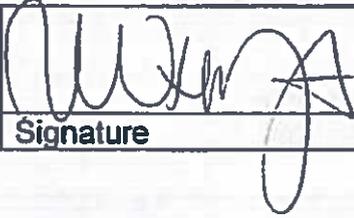
Executive Director, Workforce Investment Council

Ahna Smith		1/15/20
Name	Signature	Date



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Deputy Director, Workforce & Federal Programs, Department of Employment Services

Vanessa Weatherington		1/8/2020
Name	Signature	Date



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ATTACHMENT A

AJC and One-Stop System Services

**Workforce Innovation and Opportunity Act
One-Stop Delivery System Memorandum of Understanding**

One-Stop System Services

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services. Following is general information on WIOA career, training and business services to guide the DC Works AJC system in the delivery of these services.

Career Services: Career services for adults and dislocated workers are available at all AJCs. U.S. DOL has identified three types of career services:

- Basic career services;
- Individualized career services; and
- Follow-up services

Basic Career Services: Basic career services must be made available and, at a minimum, must include the following:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
 - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
 - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;

- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information, in usable and understandable formats and languages, about how the Board¹ is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;
- Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Career Services: Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. To avoid duplication of services, WIOA allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by AJC representatives and must have been completed within the previous six months
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including information regarding eligible training providers;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;

¹ Within the District, the DC WIC.

- Internships and work experience that are linked to careers;
- Workforce preparation activities;
- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance; and
- English language acquisition and integrated education and training programs.

Follow-up Services: These services must be made available, as appropriate (including counseling regarding the workplace) for participants in adult or dislocated worker activities that are placed in unsubsidized employment for a minimum of 12 months after the first day of employment.

Training Services: WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Examples of training services include:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training (OJT), including registered apprenticeship;
- Incumbent worker training in accordance with WIOA §134(d)(4);
- Workplace training and cooperative education programs;
- Private sector training programs;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs in accordance with WIOA §134(d)(5);
- Job readiness training provided in combination with other training described above;
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

WIOA clarifies that there is no sequence of service requirement in order to receive training. However, DOL has indicated that, at minimum, to be eligible for training, an individual must receive an interview, evaluation, or assessment and career planning or any other method through which the one-stop operator/partner can obtain enough information to make an eligibility determination for training services. Where appropriate, a recent interview, evaluation, or assessment may be used for the assessment purpose.

Business Services: The District's AJCs are part of a business-focused system. Examples of system services to serve business customers include:

- Customized screening and referral of qualified participants in training services to employers
- Customized employment-related services to employers, employer associations, or similar organizations on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act
- Work-based learning activities, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Activities to provide business services and strategies that meet the workforce investment needs of employers, as determined by the Board and consistent with the local plan.

ATTACHMENT B**District of Columbia Workforce Investment Council (DC WIC):
Roles and Responsibilities**

In accordance with WIOA §101(d), the following are the functions of the DC WIC as a State Board per WIOA (with specific references to the law cited) and local workforce implementation legislation. The DC WIC shall assist the Mayor (serving as Governor) with the following functions, noting that all of these functions are carried out through collaboration with DOES, the WIOA administrative agency and fiscal agent as designated through local law and policies.

1. The development, implementation, and modification of the State plan;
2. The review of statewide policies, of statewide programs, and of recommendations on actions that should be taken by the State to align workforce development programs in the State in a manner that supports a comprehensive and streamlined workforce development system in the State, including the review and provision of comments on the State plans, if any, for programs and activities of one-stop partners that are not core programs;
3. The development and continuous improvement of the District Workforce System, including:
 - a. The identification of barriers and means for removing barriers to better coordinate, align, and avoid duplication among the programs and activities carried out through the District Workforce System;
 - b. The development of strategies to support the use of career pathways for the purpose of providing customers, including low-skilled adults, youth, and those with barriers to employment (including customers with disabilities), with workforce investment activities, education, and supportive services to enter or retain employment;
 - c. The development of strategies for providing effective outreach to and improved access for customers and employers who could benefit from services provided through the District Workforce System ;
 - d. The development and expansion of strategies for meeting the needs of employers, employed customers, and customers seeking jobs, particularly through industry or sector partnerships related to in-demand industry sectors and occupations;
 - e. The development and continuous improvement of the District Workforce System , including providing assistance to one-stop operators, District Workforce System partners, and providers with

- planning and delivering services including training services and supportive services, to support effective delivery of services to employed customers, customers seeking jobs, and employers; and,
- f. The development of strategies to support staff training and awareness across programs supported under the District Workforce System;
4. The development and updating of comprehensive State performance accountability measures, including State adjusted levels of performance, to assess the effectiveness of the core programs in the State as required under WIOA § 116(b);
 5. The identification and dissemination of information on best practices, including best practices for:
 - a. The effective operation of District Workforce System centers, relating to the use of business outreach, partnerships, and service delivery strategies, including strategies for serving customers with barriers to employment; and,
 - b. Effective training programs that respond to real-time labor market analysis, that effectively use direct assessment and prior learning assessment to measure an individual's prior knowledge, skills, competencies, and experiences, and that evaluate such skills, and competencies for adaptability, to support efficient placement into employment or career pathways;
 6. The development and review of statewide policies affecting the coordinated provision of services through the District Workforce System described in WIOA § 121(e), including the development of:
 - a. Objective criteria and procedures in assessing the effectiveness and continuous improvement of one-stop centers described in such section;
 - b. Guidance for the allocation of District Workforce System center infrastructure funds under WIOA § 121(h); and,
 - c. Policies relating to the appropriate roles and contributions of entities carrying out District Workforce System partner programs within the District Workforce System delivery system, including approaches to facilitating equitable and efficient cost allocation in such system;
 7. The development of strategies for technological improvements to facilitate access to, and improve the quality of, services and activities provided through the District Workforce System, including such improvements to:

- a. Enhance digital literacy skills (as defined in § 202 of the Museum and Library Services Act (20 U.S.C. 9101); referred to in this Act as "digital literacy skills");
 - b. Accelerate the acquisition of skills and recognized postsecondary credentials by customers;
 - c. Strengthen the professional development of providers and workforce professionals; and,
 - d. Ensure such technology is accessible to customers with disabilities and customers residing in remote areas;
8. The development of strategies for aligning technology and data systems across District Workforce System partner programs to enhance service delivery and improve efficiencies in reporting on performance accountability measures, including the design and implementation of common intake, data collection, case management information, and performance accountability measurement and reporting processes, to improve coordination of services across District Workforce System partner programs;
 9. The preparation of the annual reports described in paragraphs (1) and (2) of WIOA § 116(d);
 10. The development of the statewide workforce and labor market information system described in § 15(e) of the Wagner-Peyser Act (29 U.S.C. 491-2(e)); and,
 11. The development of such other policies as may promote statewide objectives for, and enhance the performance of, the District Workforce System.
 12. Identify eligible providers of training services.
 13. Assess the physical and programmatic accessibility of one-stop centers.

ATTACHMENT C

**District of Columbia Department of Employment Services (DOES):
Shared System Services/Roles and Responsibilities**

DOES provides a vast range of programs and services aimed at assisting District residents in preparing for and finding jobs and for assisting businesses with recruiting and identifying candidates to fill vacancies.

DOES occupies a unique and crucial role with the District's workforce development delivery system, as it manages and provides services at the AJCs. While principal funding for this endeavor comes from WIOA Title I programs (Adult, Dislocated Worker and Youth), the Wagner-Peyser Employment Service and Unemployment Compensation program, DOES enhances the delivery of AJC/one-stop services by leveraging within the centers other federally-funded programs and District resources.

Other WIOA-required partner programs that DOES manages, operates and connects to the centers, include:

Title V Older Americans Act Senior Community Service Employment Program (SCSEP): SCSEP is a program to help older Americans get back into or remain active in the workforce. It is a part-time community service and work-based training program where participants gain career skills through on the job training in community-based organizations in identified growth industries. Participants are placed in a wide variety of non-profit and public facilities, referred to as host agencies. Examples of host agencies include day-care centers, senior centers, schools, hospitals, and government agencies. SCSEP aims to strengthen the host agencies' responsibility to provide sufficient skills training and professional development that will lead to employment.

Trade Adjustment Assistance (TAA) Program: The TAA program provides benefits and support to workers who become unemployed or are threatened with job loss due to the impact of international trade. TAA offers a variety of services to eligible workers including the following: job training; income support; job search and relocation allowances; and a wage supplement to certain reemployed trade-affected workers 50 years of age and older

Jobs for Veterans State Grants: The AJCs provide a wide range of services for veterans, including, but not limited to: one-on-one case management services; assessment of individual interests, skills and abilities; career exploration and counseling; job search assistance; placement follow-up services; and various support services.

DOES requires that priority of service be given to veterans and eligible spouses who meet the eligibility criteria in accordance with applicable laws, policies and federally mandated programs

The services of the AJCs as those outlined in Attachment A, One-Stop System Services. These, however, are enhanced within the District through the coordination or resources managed by DOES and by DOES' ability to effectively collaborate with the partners.

The Office of Unemployment Compensation (OUC): OUC provides unemployment benefits to eligible workers who become unemployed through no fault of their own and meet certain eligibility requirements. The services provided by OUC staff include assisting claimants with filing their initial and continued claims, supplying general information, educating claimants of their rights and responsibilities, referring claimants to Workforce, and conducting the Reemployment Services and Eligibility Assessment (RESEA) program. OUC staff are also trained to use the District of Columbia's Language Access Line to assist claimants who prefer to communicate in their primary language.

OUC has representation in all four (4) American Job Centers located at the following addresses:

- 4058 Minnesota Ave, NE Washington DC 20019
- 5171 South Dakota Ave, NE Washington DC 20017
- 2000 14th St., NW Washington DC 20009
- 2330 Pomeroy Rd., SE Washington DC 20020

OUC's hours of operation at the AJC's are Monday-Thursday 8:30 am - 4:30 pm and Friday 9:30 am - 4:30 pm.

The services of the District Workforce Systems are those outlined in Attachment A, One-Stop System Services. These, however, are enhanced within the District through the coordination or resources managed by DOES and by DOES' ability to effectively collaborate with the partners.

The following information summarizes DOES's role within the District's one-stop/AJC system:

- Shared System Design and Access
- Shared System Knowledge
- Shared Services and Customers

Shared System Design and Access

With regard to system design and access, the system partners and DC WIC agree to use of the following terms to characterize the participation of DOES within the local AJC system:

- **Co-Location:** A full- or part-time physical presence by one or more partner representatives at one or more of the District's AJCs.
- **Electronic Connection:** Providing AJC customers direct linkages to partner services to through use of various web-based technology applications, along with using web connections to provide partners' customers with access to the AJCs and system partner information and services.

Due to its role in the operation of the AJCs, DOES has the most significant presence, among the partners, of staff at the AJCs. This includes those funded through WIOA, Wagner Peyser, UI and other fund sources. The table that follows indicates the number of full-time equivalent staff that DOES has co-located at each AJC on a weekly basis.

DOES also actively participates in the system through electronic connection, including using hyperlinks on its own website to link, which hosts information on AJC services to partners' websites. In addition, DOES customers use dcnetworks.org to access system information and services.

Shared System Knowledge

DOES agrees to participate in cross training partner program staff to increase system capacity. This will include:

- Providing content to be used in training of partner managers and staff about the programs and services offered by DOES. Such content will, at a minimum, include information about types of services offered; program and service eligibility requirements; application processes; and information on outcomes.
- Assisting with the delivery of training, which may include providing content suitable for electronic media format (e.g. PowerPoint, on-line video) or in-person or webcast presentations to partner representatives.
- Participating in training developed and/or provided by all District one-stop system partner agencies listed in Section 5 of the MOU. Such participation may occur through attendance at in-person sessions or by viewing web-based content.

Shared Systems and Customers

As a partner in the District's workforce development delivery system and in its role as principal service provider at the AJCs, DOES is committed to working with the DC WIC and the full range of system partners to devise, implement and continuously improve workforce strategies benefitting residents and businesses in Washington, DC. As an extension of this commitment, DOES agrees to participate in meetings and activities organized by the One-Stop Operator, which is contracted by the WIC to manage partner activities within the centers and across the local workforce system.

DOES's role in the coordinated delivery of AJC services will include the following services, participation and collaboration.

1. *Outreach and Recruitment*

DOES serves eligible individuals under many programs and its messages reach a broad cross section of District residents. Therefore, the agency can provide candidates (no matter which DOES services they are applying for) with information on the services of the AJCs and the system's partner programs. Information will be provided via web-based media, print materials and verbal communications.

2. *Intake*

As DOES representatives conduct intake for the agency's programs, it agrees to identify individuals that may be eligible for and/or interested in AJC services or those of the system partners. Such individuals will be referred in accordance with the process summarized under item 5, below.

3. *Orientation*

Similar to candidate information derived from outreach and intake processes, orientation and information sessions led by DOES provide a venue and/or opportunity to share with District residents information about other programs and services for which they may be qualified. For those who may benefit partner programs, DOES will make appropriate referrals in accordance with the process summarized under item 5, below.

4. *Initial Assessment*

To the extent permitted by rules governing the funding under which it operates, DOES may provide other partners with results of assessments in which customers participate. In cases where customers apply for services from another system partner, this process

may help to avoid duplication of effort. Sharing of assessment results will require a release signed by the affected individuals.

5. *Cross Referrals*

As indicated in Section 11 of the MOU, cross referrals among the District's workforce system partners are critical to the goals of collaboration and alignment of programs and to ensuring that services are customer-focused. While the partners will work with the One-Stop Operator to develop specific details for managing and tracking referrals; DOES and the other system partners agree to the following:

- Referrals will be made when services of a partner program can fulfill an unmet need of an applicant/participant.
- Referrals will be made via a "hard hand-off," under which DOES will refer individuals to a specific contact person at a partner agency and will provide assistance in scheduling an appointment, if possible.
- Referrals made will be recorded and shared with the One-Stop Operator.

6. *Sharing of Local Market Intelligence*

In support of its various employment programs and activities, DOES receive substantial and regular input from businesses that informs its efforts to prepare individuals for work and place customers in employment. Similarly, DC WIC and partner programs conduct business outreach and engage in gathering local labor market information and industry "intelligence." To the extent practicable, DOES agrees to share such information and intelligence with all system partners so that entire system is well prepared to meet business and industry needs.

7. *Co-Enrollment/Co-Case Management*

When DOES and one or more other partners serve the same customer (via the participant's co-enrollment), the partners agree to identify opportunities to co-case manage activities to streamline processes and avoid duplication of effort and resources.

8. *Support Services*

DOES directly provides or otherwise connects its customers to a wide range of support services to address their specific barriers and needs. Participants may be referred to other system partners for other services to address their unique circumstances.

9. Placement Services

To increase the range of employment opportunities for customers, DOES agrees to provide AJCs placement services to all system customers that are determined as needing these services.

**Agreement on Resource Sharing:
AJC/One-Stop Infrastructure and Other System Services****I. Agreement on Resource Sharing**

The consolidated IFA and Shared Systems Allocation Costs Per Required Program budget table in Section VII of this Attachment D includes the proportionate share of partners' contributions to the costs of the infrastructure of the District of Columbia AJCs. DOES' contribution is the following:

- WIOA-Adult, \$165,255.30;
- WIOA-Dislocated Worker, \$252,771.03;
- WIOA-Youth, \$27,532.69;
- Wagner-Peyser Act ES, \$334,279.87;
- Unemployment Insurance Programs, \$257,779.40;
- JVSG programs (VETS), \$81,398.33
- RESREA, \$209,891.85
- SCSEP, \$35,499.58.

Failure to comply with requirements of this agreement may result in a penalty or corrective action. The Consolidated System Budget for Applicable Career Services in Section VII of this Attachment D represents services authorized to be provide under each partner's program and are paid by each individual program.

The District of Columbia cost sharing agreement has been developed via consensus with the required partners in this workforce development area. All of the applicable partners have indicated their approval by executing an MOU with the DC WIC. The cost sharing agreement consists of:

- Non-personnel infrastructure costs necessary for the general operation of the One-Stop Centers, including but not limited to:
 - Applicable facility costs (such as rent)
 - Costs of utilities and maintenance
 - Equipment (including assessment-related and assistive technology for individuals with disabilities); and
 - Technology to facilitate access to the One-Stop Centers, including technology used for the center's planning and outreach activities
- Additional costs:

- Applicable Career Services to include the costs of the provision of Career Services in Section 134(c)(2), as authorized by and applicable to each partner's program. For the purpose of this cost sharing agreement, applicable career services were defined to mean the partner's costs for the delivery of applicable career services.
- The other system costs may include any other shared services that are authorized for and commonly provided through the AJC partner programs to any individual, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other One-Stop partners, and business services.

The cost sharing agreement was developed for the entire American Job Center of the District of Columbia System.

Each partner recognizes that infrastructure costs are applicable to all required partners, whether they are physically located in the American Job Center or not. Each partner's contributions to both infrastructure and additional costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the partner programs' authorizing laws and regulations and the Uniform Guidance.

The WIOA Adult, Dislocated Worker, and Youth programs, Wagner-Peyser, Jobs for Veterans State Grant, Unemployment Insurance Compensation (UI), Carl D. Perkins, Adult Education and Family Literacy Act (AEFLA) program, Vocational Rehabilitation, TANF, and Job Corp are physically co-located in the District of Columbia American Job Centers.

The Senior Community Service Employment Program run by National Caucus on Black Aging (NCBA) and the employment and training programs run by DC Housing Authority (DCHA) do not have Partner Program Staff FTEs in AJC; their services are accessible via AJC front desk staff and other cross-trained partner staff at the AJC who can assist in making referrals.

II. Cost Allocation Methodology and Steps to Reach Consensus:

The DC WIC facilitated partner meetings on November 20, 2017, January 5, 2018, and October 3, 2018, and worked with partners to achieve consensus regarding the basis for allocating costs. In the process, DC WIC identified and described several potential bases for cost allocation, and ultimately recommended the basis chosen by the partners

because it seemed to most appropriately allocate costs across the partners.

The methodology for equitable distribution of costs associated with the Infrastructure Funding Agreement (IFA) will be the proportion of partners' staff FTEs among all staff at the AJC based on actual number of hours worked. The existing FTE basis for allocation skews the distribution of costs, depending on how the IFA partners source their personnel. The DOES/Office of the Chief Financial Officer (OCFO) will allocate costs based on each IFA partner's proportional share of total monthly hours worked, which aligns with all other cost allocation bases utilized for American Job Center operations. The DC WIC has published a policy on its website which details the cost allocation methodology and the guidance used in finalizing this agreement. (DC WIGL-2018-001 [November 16, 2018], <https://dcworks.dc.gov/node/1372586>).

In the future, alternative allocation bases may be considered and are subject to use if the alternative methodology demonstrates a more equitable distribution of costs amongst the IFA partners.

III. IFA Partner Personnel and Data Submission:

IFA partners must submit to the DC WIC and the Fiscal Agent, DC DOES and keep current the following information, in order to determine the allocation of costs:

Personnel Information

- Number of employees reporting to the AJC
- Staff Name and Title
- AJC Location (Name and Address)
- Expected Tour of Duty
- Anticipated/Actual Staffing or Tour of Duty Changes

Data

- Biweekly hours worked/paid
- 485 Report in MS Excel (Government Entities only)
- PeopleSoft Query (Preferred if applicable)

The DOES/OCFO will use the above information to determine the IFA Partner Cost Share. The data must be signed by an authorized official from the IFA partner's finance team or executive staff upon submission.

IV. Cost Reconciliation and Billing:

The DOES/OCFO will prepare an updated expenditure or budget to actual document



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monthly and will prepare an invoice for each IFA partner with the actual costs allocable to each partner for the quarter.

Invoicing will occur monthly via email to the designated IFA partner point of contact. The IFA partners understand that the timeliness of the preparation and submission of invoices is contingent upon the timeliness of each partner providing the necessary cost information.

Upon receipt of the invoice, each partner will review and submit payment no later than fifteen (15) days following receipt. Partners should communicate any disputes with costs in the invoice in writing. The DOES/OCFO will review the disputed cost items and respond accordingly to the IFA partner within ten (10) days of receipt of notice of the disputed costs.

V. Method of Payment:

All District of Columbia government IFA partners must use Intra-District transfers to fund their portion of the IFA costs. The use of Intra-District Advances or Reimbursements is to be determined. All non-government IFA partners must reimburse quarterly via ACH or Check.

Non-District government agencies must advance their total contribution prior to quarterly invoicing to ensure reimbursement to DOES programs that frontload.

VI. Fiscal Agent Role/Responsibility:

- DOES will serve as the fiscal agent for this MOU
- Provide the estimated fixed cost budget for the American Job Center
- Create unique codes in the financial system to track expenditures/revenue for the partners
- Bill partners at least quarterly
- Reconcile expenditures/revenue at least quarterly

VII. IFA and Shared Systems Allocation Costs Tables:



SUMMARY OF ELIGIBLE TRAINING PROVIDERS' PERFORMANCE
current as of November 2019; data from DC Networks (DOES)

1. 1st CDL Training Center of NOVA

- Contract active through 1/22/2020
- Currently in OY2, with 2 option years remaining

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16	3	3	100%	2	67%
17	106	78	74%	47	60%
18	78	60	77%	31	52%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16	1	1	100%
17	72	13	18%
18	61	9	15%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	62%
2 nd Quarter After Exit	62%/69%	79%
4 th Quarter After Exit	68%/65%	64%
Median Earnings****	\$6,200/\$7,500	\$9,990

****2nd Qtr after exit

2. ASM

- Removed from ETP List in 2019

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16	73	69	95%	33	48%
17	45	43	96%	4	9%
18					

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16	79	16	23%
17	81	9	11%
18	7	0	0%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	22%
2 nd Quarter After Exit	62%/69%	53%
4 th Quarter After Exit	68%/65%	43%
Median Earnings****	\$6,200/\$7,500	\$6,296

****2nd Qtr after exit

3. Byte Back

- Currently in OY1 with 3 option years remaining

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16					
17					
18	5	4	80%	2	50%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16			
17			
18	2	0	0%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	N/A
2 nd Quarter After Exit	62%/69%	N/A
4 th Quarter After Exit	68%/65%	N/A
Median Earnings****	\$6,200/\$7,500	N/A

****2nd Qtr after exit



4. Career Technical Institute

- Contract expired 6/1/2019 (Option Year 4)

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16	30	16	53%	6	38%
17	29	8	28%	0	0%
18					

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16	17	6	35%
17	33	5	15%
18	20	2	10%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	47%
2 nd Quarter After Exit	62%/69%	70%
4 th Quarter After Exit	68%/65%	61%
Median Earnings****	\$6,200/\$7,500	\$6,200

****2nd Qtr after exit

5. Amala Lives

- Contract active through 1/30/2020
- Currently in OY1, with 3 option years remaining

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16					
17	4	4	100%	4	100%
18	3	1	33%	2	200%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16			
17	1	0	0%
18	4	1	25%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	100%
2 nd Quarter After Exit	62%/69%	0%
4 th Quarter After Exit	68%/65%	0%
Median Earnings****	\$6,200/\$7,500	\$0

****2nd Qtr after exit

6. Excel Automotive Institute

- Currently in OY2, with 2 option years remaining

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16					
17	5	0	0%	1	0%
18	1	0	0%	0	0%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16			
17			
18	5	0	0%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	N/A
2 nd Quarter After Exit	62%/69%	N/A
4 th Quarter After Exit	68%/65%	N/A
Median Earnings****	\$6,200/\$7,500	N/A

****2nd Qtr after exit

7. HealthWrite Training Academy

- Contract expired 5/14/2019 (Option Year 4)

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16	23	21	91%	16	76%
17	21	17	81%	7	41%
18	12	10	83%	3	30%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16	15	4	27%
17	21	3	14%
18	15	1	7%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	13%
2 nd Quarter After Exit	62%/69%	57%
4 th Quarter After Exit	68%/65%	52%
Median Earnings****	\$6,200/\$7,500	\$4,307

****2nd Qtr after exit

8. Intellectual Point

- Contract active through 1/3/2020
- Currently in OY2, with 2 option years remaining

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16	14	13	93%	13	100%
17	65	65	100%	33	51%
18	100	79	79%	9	11%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16	3	3	100%
17	45	5	11%
18	55	12	22%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	62%
2 nd Quarter After Exit	62%/69%	82%
4 th Quarter After Exit	68%/65%	64%
Median Earnings****	\$6,200/\$7,500	\$13,633

****2nd Qtr after exit

9. ITC Technologies

- Contract expired 10/3/2019
- Currently in OY1, with 3 option years remaining

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16					
17					
18	2	2	100%	0	0%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16			
17			
18	2	0	0%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	N/A
2 nd Quarter After Exit	62%/69%	N/A
4 th Quarter After Exit	68%/65%	N/A
Median Earnings****	\$6,200/\$7,500	N/A

****2nd Qtr after exit

10. Nursing Assistant Academy

- Contract expired 8/31/2019
- Currently in OY1, with 3 option years remaining

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16					
17	20	19	95%	15	79%
18	33	29	88%	18	62%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16			
17	10	2	20%
18	23	5	22%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	80%
2 nd Quarter After Exit	62%/69%	90%
4 th Quarter After Exit	68%/65%	60%
Median Earnings****	\$6,200/\$7,500	\$6,330

****2nd Qtr after exit

11. OIC-DC

- Contract expired 7/7/2019 (Option Year 4)

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16	6	5	83%	5	100%
17	10	4	40%	3	75%
18	22	5	23%	2	40%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16	10	0	0%
17	10	1	10%
18	9	0	0%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	83%
2 nd Quarter After Exit	62%/69%	60%
4 th Quarter After Exit	68%/65%	60%
Median Earnings****	\$6,200/\$7,500	\$3,519

****2nd Qtr after exit

12. Paralegal Institute

- Contract expired 6/30/2019 (Option Year 4)
- Notified that they must offer an industry-recognized credential

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16	33	17	52%	10	59%
17	36	17	47%	0	0%
18	31	9	29%	0	0%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16	18	7	39%
17	39	9	23%
18	26	6	23%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	50%
2 nd Quarter After Exit	62%/69%	72%
4 th Quarter After Exit	68%/65%	64%
Median Earnings****	\$6,200/\$7,500	\$7,250

****2nd Qtr after exit

13. Quality First Career Center

- No longer on ETP List

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16					
17	3	3	100%	0	0%
18					

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16	1	1	100%
17			
18	3	0	0%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	N/A
2 nd Quarter After Exit	62%/69%	N/A
4 th Quarter After Exit	68%/65%	N/A
Median Earnings****	\$6,200/\$7,500	N/A

****2nd Qtr after exit

14. Southeast Welding Academy, LLC

- Contract expired 12/29/2018 (Option Year 4)



Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16	7	6	86%	5	83%
17	14	12	86%	9	75%
18	12	11	92%	8	73%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16	13	2	15%
17	8	2	25%
18	17	1	6%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	57%
2 nd Quarter After Exit	62%/69%	75%
4 th Quarter After Exit	68%/65%	50%
Median Earnings****	\$6,200/\$7,500	\$7,298

****2nd Qtr after exit

15. Toni Thomas Associates, Inc.

- Contract expired 11/3/2019 (Option Year 4)

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16	24	21	88%	12	57%
17	12	10	83%	9	90%
18	52	32	62%	21	66%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16	33	8	24%
17	8	1	13%
18	27	1	4%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	50%
2 nd Quarter After Exit	62%/69%	63%
4 th Quarter After Exit	68%/65%	63%
Median Earnings****	\$6,200/\$7,500	\$7,735

****2nd Qtr after exit

16. Urban Ed

- Currently in OY1, with 3 option years remaining

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16					
17					
18	1	1	100%	1	100%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16			
17			
18	1	0	0%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	N/A
2 nd Quarter After Exit	62%/69%	N/A
4 th Quarter After Exit	68%/65%	N/A
Median Earnings****	\$6,200/\$7,500	N/A

****2nd Qtr after exit

17. VETS Group Training Academy

- Currently in OY4
- Probation Status

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16	19	18	95%	7	39%
17	31	31	100%	5	16%
18	31	21	68%	5	24%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16	20	9	50%
17	19	4	22%
18	33	3	9%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	6%
2 nd Quarter After Exit	62%/69%	68%
4 th Quarter After Exit	68%/65%	53%
Median Earnings****	\$6,200/\$7,500	\$7,800

****2nd Qtr after exit

18. Westlink Career Institute

- Contract expired 5/14/2019 (Option Year 4)

Program Year Data

PY	Number Enrolled	Number Completed	Percentage Completed	Number Credentialed	Percentage Credentialed
16	61	45	74%	39	87%
17	34	19	56%	6	32%
18	27	14	52%	2	14%

Federal Reporting Data

Placement Data			
Program Year	Number Exited	Number Employed***	Percentage Employed
16	53	16	30%
17	49	6	12%
18	33	4	12%

***Number employed at exit

Program Year 17 Employment Data		
Indicator	Negotiated Goal (Adult/DW)	PY17 Data
Credential Attainment	54%	75%
2 nd Quarter After Exit	62%/69%	73%
4 th Quarter After Exit	68%/65%	65%
Median Earnings****	\$6,200/\$7,500	\$4,483

****2nd Qtr after exit



Additional Providers and Status

Served Academy

- Approved in 2018
- Contract expires 11/13/2019
- Currently in base year, with 4 option years remaining

Catholic University of America

- Approved in 2018
- Contract expires 1/9/2020
- Currently in base year, with 4 option years remaining

Approved Providers in 2019

- TrainACE
- DC Central Kitchen (café training program)
- University of the Potomac

Currently Pending Applications

- NOVA Training Center Therapeutic Massage Center
- Knowledge First, Inc.
- Advantage Consulting, LLC
- Flatiron School

Q45 - Eligible Training Providers

ETP name	Names of certifications offered, including name of the educational company that developed the credential, where applicable (e.g. Serve Safe, a National Restaurant Association credential).	Negotiated rate per ITA	Is ETP for-profit or non-profit?	Number of ITAs/participants in FY19 for each certification	Number of ITAs/participants in FY20 (as of Jan. 1, 2020) for each certification
1st CDL Training Center of NOVA	Commercial Driver's License (CDL), Class A (Tractor Trailer)	\$ 4,500.00	WIC to provide	82	20
	Commercial Driver's License (CDL), Class B (Automatic Bus)	\$ 4,500.00			
	Commercial Driver's License (CDL), Class B (Manual Dump	\$ 4,500.00			
Byte Back	Comp TIA A+ Certification Microsoft Office Specialist (MOS) Excel Microsoft Office Specialist (MOS) Outlook	\$ 4,000.00	WIC to provide	5	1
Destined for Greatness/ Amala Lives	Culinary Art	\$ 9,430.00	WIC to provide	2	0
	Hospitality	\$ 9,780.00			
Excel Automotive Institute	Auto Tech Specialist I	\$ 5,000.00	WIC to provide	0	0
	Automotive Maintenance & Light Repair	\$ 3,500.00			
Healthwrite Training Academy	Certified Nursing Assistant	\$ 2,827.00	WIC to provide	8	0
	Home Health Aide	\$ 2,815.00			
Intellectual Point	CompTIA Network+ w/ Exam	\$ 1,801.00	WIC to provide	90	13
	CompTIA Security + w/Exam	\$ 1,829.00			
	Certified Information Systems Security Professional (CISSP) w/ Exam	\$ 2,698.00			
	Project Management Institute's Project Management Professional (PMP) w/Exam	\$ 2,954.00			
	Information Technology Infrastructure Library (ITIL) w/Exam	\$ 1,583.00			
	Cisco Certified Network Associate (CCNA) w/Exam	\$ 2,349.00			
	Certified Associate in Project Management (CAPM)	\$ 2,954.00			
	Splunk Certified Architect & Tableau Programmer w/ Exam	\$ 1,899.00			
ITC Technologies	CompTIA A+	\$ 1,400.00	WIC to provide	5	0
	CompTIA Network +	\$ 1,400.00			
	CompTIA Security+	\$ 1,900.00			
	Certified Authorization Professional (CAP) Certification	\$ 2,500.00			
Nursing Assistant Academy	Nursing Assistant	\$ 1,582.00	WIC to provide	34	8
Opportunities Industrialization Center of Washington (OIC)	Comp TIA A+ Computer Repair	\$ 5,000.00	WIC to provide	18	0
	Customer Services for Hospitality & Retail Sales	\$ 4,000.00			
	Home Health Care Aide	\$ 5,000.00			
	Business Office Support Specialist (BOSS)	\$ 5,000.00			
Paralegal Institute of Washington	Paralegal Certificate	\$ 4,000.00	WIC to provide	22	0

Q45 - Eligible Training Providers

ETP name	Names of certifications offered, including name of the educational company that developed the credential, where applicable (e.g. Serve Safe, a National Restaurant Association credential).	Negotiated rate per ITA	Is ETP for-profit or non-profit?	Number of ITAs/participants in FY19 for each certification	Number of ITAs/participants in FY20 (as of Jan. 1, 2020) for each certification
Southeast Welding Academy	Advanced Shielded Metal Arc Welding	\$ 4,000.00	WIC to provide	5	0
Toni Thomas Associates	Medical Office Assistant Security Guard (unarmed) Information Technology-Network + Information Technology-Local Area Network (LAN) Commercial Driver's License-Class A Commercial Driver's License-Class B Occupational Certificate Commercial Driver's License-Class B with Learner's Permit	\$ 4,000.00 \$ 3,500.00 \$ 4,000.00 \$ 4,000.00 \$ 4,000.00 \$ 4,000.00 \$ 3,000.00	WIC to provide	58	8
Urban Ed, Inc	Cisco Certified Entry Networking Technician (CCENT) CompTIA A+ CompTIA Network+ CompTIA Security+ Cybersecurity Essentials	\$ 4,100.00 \$ 2,600.00 \$ 1,045.00 \$ 1,045.00 \$ 1,045.00	WIC to provide	2	0
Vets Group Training Academy	CISCO Certified Entry Network Technician (CCENT) Cisco Certified Network Associate (CCNA) Comp Tia A+ (Hardware and Software) Comp TIA Network + Comp TIA Security + Comp TIA Server+ EC Council Certified Ethical Hacker Microsoft Windows Server Administrator (MCSA)	\$ 3,792.00 \$ 4,000.00 \$ 3,792.00 \$ 3,792.00 \$ 3,792.00 \$ 3,792.00 \$ 3,792.00 \$ 4,000.00	WIC to provide	35	0
Westlink Career Institute	Emergency Medical Technician - Advance – 20 weeks Emergency Medical Technician –Basic – 20 weeks EKG/Phlebotomy	\$ 4,000.00 \$ 4,000.00 \$ 4,000.00	WIC to provide	17	0

Q46 WIOA Allocations.xlsx

WIOA Funding, FY18 - 20

Funding Stream	Funding amount (\$)			
		FY18 (PY17)	FY19 (PY18)	FY20 (PY19)
WIOA Title I Adult (state)	DOES	2,797,188.00	2,989,496.00	3,896,188.00
	WIC	285,485.79	285,485.79	390,711.55
WIOA Title I Youth (state)	DOES	3,048,727.00	3,369,642.00	4,344,465.00
	WIC	317,221.99	317,221.99	434,123.95
WIOA Title I Dislocated Worker (state)	DOES	4,870,170.00	6,490,196.00	8,442,862.00
	WIC	454,749.22	454,749.22	622,244.32
WIOA Governor's reserve (state set-aside)	DOES			
	WIC	N/A	N/A	N/A
WIOA Title II (Adult Education)	OSSE	0.00	0.00	0.00
WIOA Title III (Wagner-Peyser/Employment Services)	DOES	2,015,455.00	1,988,531.00	1,960,690.00
WIOA Title IV (Vocational Rehabilitation)	DDS	0.00	0.00	0.00

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.

Grantee Site Visit Tool	
Grantee	AOBA Educational Foundation
Date of Site Visit	August 13, 2019
Site Address	1025 Connecticut Avenue, NW Suite 1005
Grant Award Period	March 1, 2019-September 30, 2019
Current Grant Project Title	AOBA Educational Foundation Internship Grant
WIC Staff	Bridgette Royster
Grantee Staff	Marc Fischer and Sarah Benton

Pre-Site Visit

	Yes	No	Comment
1. Most recent audit submitted?		X	Grantee does not qualify
2. GANS requested during award period?	X		
3. Did the project commenced in the first quarter?	X		Grantee informed WIC of start-up issues regarding recruitment
4. Partnered with other agencies?	X		
5. Fully operational?		X	Refer to #3

I. Grant File Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Award letter and signed agreement, including all required certifications and assurances and completed special conditions	X		
B. Project application and budget	X		
C. Reimbursement requests; project expenditure reports; detailed worksheet with associated supporting documentation	X		
D. Quarterly match reports (if applicable) with associated supporting documentation	X		
E. Quarterly programmatic reports	X		
F. Problem notifications /adjustment requests	X		
G. Approved and signed grant adjustment notices	X		

Strengths: The Grantee compiled significant materials in preparation for the site visit. The information was found to be very helpful. Grantee maintained records of students and services in an orderly fashion. Files were kept electronically. Grantee properly notified the WIC of successes and challenges throughout the award period.

Areas for Improvement: Grantee lacked on capture demographic information, e.g. Ward

Additional comments: No concerns at the time.

II. Grantee Document Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Sub-grant award file (as per above section relating to grant file review)	X		
B. Written personnel/recruitment policies and procedures, including appropriate non- discrimination notification procedures	X		
C. Additional reports/data related to use of sub-grant funds (i.e. performance measure data, participant data, project reports and presentations, etc.)	X		
D. Evidence of background checks where appropriate	X		

Strengths: Grantee provided information as requested on and after the monitoring visit. Copies of the above mentioned were provided as proof of documentation. Grantee provided 1st programmatic report on June 15, 2019 which demonstrated performance measure data and participant data.

Areas for Improvement:

Additional comments: No concerns at the time.

III. Financial Documentation Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Financial timeline for remainder of the grant period		X	
B. Written accounting procedures and documentation of accounting system		X	
C. Written procurement policies and procedures	X		
D. Financial reports and associated documentation that provide for the disclosure of financial and match expenditures related to the use of grant funds	X		
E. Most current annual audit report or financial review, and resolution system for resolving audit exceptions; if more than \$750k in federal funds were expended in the sub-grantee's fiscal year, then an A-133 audit is required			X
F. Are the accounting records organized and available?	X		
G. Any non-allowable expenditures discovered?		X	
H. Invoices are submitted in a timely fashion	X		
I. Supporting documentation is available	X		
J. How does grantee monitor on sub-grantee activity?	X		
K. Can grant expenses be identified from General Ledger reports?	X		

Strengths: Grantee informed the WIC of challenges in their inability to recruit students per the RFA requirement. The challenge has affected the grantee from reaching proposed programmatic and financial goals. Grantee adhered to the due dates for programmatic and financial reports.

Areas for Improvement: Stronger partnership efforts in recruiting qualified DC residents. Hire more staff. Start recruit earlier to ensure enrollment.

Additional comments: The financial and programmatic concerns were discussed with the grantee.

IV. Programmatic Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Goals and performance measures			
1. Ability to identify and describe how program activities relate to goals and performance measures		X	
2. Assessment, data collection, analysis, and quality improvement process	X		
3. Outputs to date		X	
4. Outcomes to date		X	
B. Program structure			
1. Relation to larger organizational mission and structure	X		
2. Staffing, supervision, and staff training/development	X		
3. Program/service model		X	
4. Population served and/or stakeholder groups		X	
5. Referral/communication process (as applicable)		X	
C. Program activities			
1. Key program activities/project deliverables		X	
2. Program/project timeline for remainder of the grant period		X	
3. Implementation successes		X	
4. Implementation challenges (how were they handled?)		X	
5. Project changes, adjustments, or improvements made and/or required		X	

V. Sustainability

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Funding sustainability plan		X	
B. Sustainability plan implementation progress		X	

Strengths:

The Grantee experienced several challenges throughout the grant period. Some of the most difficult challenges were experienced during recruitment. The Grantee completed internship milestones, such as starting and ending the program on time, on track with measurable skills gains, interns completed their introductory Engineering course. Internships were a combination of DC, Maryland, and VA residents. Though the grant specifically requested twenty 20 residents, the program included data from other jurisdictions.

Areas for Improvement:**Additional comments:**

Grantee Site Visit Tool	
Grantee	Byte Back
Date of Site Visit	August 14, 2019
Site Address	899 North Capitol Street, NE, Suite 850
Grant Award Period	March 1, 2019-September 30, 2019
Current Grant Project Title	Byte Back Education Partnership for IT Careers (EPIC)
WIC Staff	Bridgette Royster
Grantee Staff	Derrick Washington, Isel Perez-Castellanos, and Intern

Pre-Site Visit

	Yes	No	Comment
1. Most recent audit submitted?	X		
2. GANS requested during award period?		X	
3. Did the project commenced in the first quarter?	X		
4. Partnered with other agencies?	X		
5. Fully operational?	X	X	

I. Grant File Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Award letter and signed agreement, including all required certifications and assurances and completed special conditions	X		
B. Project application and budget	X		
C. Reimbursement requests; project expenditure reports; detailed worksheet with associated supporting documentation	X		
D. Quarterly match reports (if applicable) with associated supporting documentation	X		
E. Quarterly programmatic reports	X		
F. Problem notifications /adjustment requests	X		
G. Approved and signed grant adjustment notices	X		

Strengths: The Grantee compiled significant materials in preparation for the site visit. The information was found to be very helpful. Grantee maintained records of students and services in an orderly fashion. Files were kept electronically.

Areas for Improvement:

Additional comments: No concerns at the time.

II. Grantee Document Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Sub-grant award file (as per above section relating to grant file review)	X		
B. Written personnel/recruitment policies and procedures, including appropriate non- discrimination notification procedures	X		
C. Additional reports/data related to use of sub-grant funds (i.e. performance measure data, participant data, project reports and presentations, etc.)	X		
D. Evidence of background checks where appropriate	X		

Strengths: Grantee provided information as requested on or before/ after the monitoring visit. Copies of the above mentioned were provided as proof of documentation. Grantee provided 1st programmatic report on June 15, 2019 which demonstrated performance measure data and participant data.

Areas for Improvement:

Additional comments: No concerns at the time.

III. Financial Documentation Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Financial timeline for remainder of the grant period	X		
B. Written accounting procedures and documentation of accounting system	X		
C. Written procurement policies and procedures	X		
D. Financial reports and associated documentation that provide for the disclosure of financial and match expenditures related to the use of grant funds	X		
E. Most current annual audit report or financial review, and resolution system for resolving audit exceptions; if more than \$750k in federal funds were expended in the sub-grantee's fiscal year, then an A-133 audit is required			X
F. Are the accounting records organized and available?	X		
G. Any non-allowable expenditures discovered?	X		
H. Invoices are submitted in a timely fashion	X		
I. Supporting documentation is available	X		
J. How does grantee monitor on sub-grantee activity?	X		
K. Can grant expenses be identified from General Ledger reports?	X		

Strengths: Invoices were submitted in a timely fashion according to the timeline. Files are kept in an orderly manner. The financial system used by the grantee supports means of tracking the progress of the grantee.

Areas for Improvement: No recommendations.

Additional comments:

IV. Programmatic Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Goals and performance measures			
1. Ability to identify and describe how program activities relate to goals and performance measures	X		
2. Assessment, data collection, analysis, and quality improvement process	X		
3. Outputs to date	X		
4. Outcomes to date	X		
B. Program structure			
1. Relation to larger organizational mission and structure	X		
2. Staffing, supervision, and staff training/development	X		
3. Program/service model	X		
4. Population served and/or stakeholder groups	X		
5. Referral/communication process (as applicable)	X		
C. Program activities			
1. Key program activities/project deliverables	X		
2. Program/project timeline for remainder of the grant period	X		
3. Implementation successes	X		
4. Implementation challenges (how were they handled?)			X
5. Project changes, adjustments, or improvements made and/or required	X		

Strengths:

The grantee successfully recruited and maintained the amount of students (20) per the RFA requirement. At the time of the site visit the grantee, Microsoft Office Specialist (MOS) class had concluded. As a result, over eleven students had earned an industry-recognized certificate.

Areas for Improvement:

Additional comments:

V. Sustainability

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Funding sustainability plan	X		
B. Sustainability plan implementation progress	X		

Strengths: No areas of concern.

Areas for Improvement:

Additional comments:

Grantee Site Visit Tool	
Grantee	DC Central Kitchen
Date of Site Visit	August 14, 2019
Site Address	425 2 nd Street, NW
Grant Award Period	March 1, 2019-September 30, 2019
Current Grant Project Title	Innovative Hospitality Industry Job Training and Career Pathways
WIC Staff	Bridgette Royster
Grantee Staff	Glenda Cognevich and Kimberly Brown

Pre-Site Visit

	Yes	No	Comment
1. Most recent audit submitted?	X		
2. GANS requested during award period?		X	
3. Did the project commenced in the first quarter?	X		
4. Partnered with other agencies?	X		
5. Fully operational?	X	X	

I. Grant File Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Award letter and signed agreement, including all required certifications and assurances and completed special conditions	X		
B. Project application and budget	X		
C. Reimbursement requests; project expenditure reports; detailed worksheet with associated supporting documentation	X		
D. Quarterly match reports (if applicable) with associated supporting documentation	X		
E. Quarterly programmatic reports	X		
F. Problem notifications /adjustment requests	X		
G. Approved and signed grant adjustment notices	X		

Strengths: The Grantee compiled significant materials in preparation for the site visit. The information was found to be very helpful. Grantee maintained records of students and services in an orderly fashion. Files were kept electronically.

Areas for Improvement:

Additional comments: No concerns at the time.

II. Grantee Document Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Sub-grant award file (as per above section relating to grant file review)	X		
B. Written personnel/recruitment policies and procedures, including appropriate non- discrimination notification procedures	X		
C. Additional reports/data related to use of sub-grant funds (i.e. performance measure data, participant data, project reports and presentations, etc.)	X		
D. Evidence of background checks where appropriate	X		

Strengths: Grantee provided information as requested on or before/ after the monitoring visit. Copies of the above mentioned were provided as proof of documentation. Grantee provided 1st programmatic report on June 15, 2019 which demonstrated performance measure data and participant data.

Areas for Improvement:

Additional comments: No concerns at the time.

III. Financial Documentation Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Financial timeline for remainder of the grant period	X		
B. Written accounting procedures and documentation of accounting system	X		
C. Written procurement policies and procedures	X		
D. Financial reports and associated documentation that provide for the disclosure of financial and match expenditures related to the use of grant funds	X		
E. Most current annual audit report or financial review, and resolution system for resolving audit exceptions; if more than \$750k in federal funds were expended in the sub-grantee's fiscal year, then an A-133 audit is required			X
F. Are the accounting records organized and available?	X		
G. Any non-allowable expenditures discovered?	X		
H. Invoices are submitted in a timely fashion	X		
I. Supporting documentation is available	X		
J. How does grantee monitor on sub-grantee activity?	X		
K. Can grant expenses be identified from General Ledger reports?	X		

Strengths: Invoices were submitted in a timely fashion according to the timeline. Files are kept in an orderly manner. The financial system used by the grantee supports means of tracking the progress of the grantee.

Areas for Improvement: No recommendations.

Additional comments:

IV. Programmatic Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Goals and performance measures			
1. Ability to identify and describe how program activities relate to goals and performance measures	X		
2. Assessment, data collection, analysis, and quality improvement process	X		
3. Outputs to date	X		
4. Outcomes to date	X		
B. Program structure			
1. Relation to larger organizational mission and structure	X		
2. Staffing, supervision, and staff training/development	X		
3. Program/service model	X		
4. Population served and/or stakeholder groups	X		
5. Referral/communication process (as applicable)	X		
C. Program activities			
1. Key program activities/project deliverables	X		
2. Program/project timeline for remainder of the grant period	X		
3. Implementation successes	X		
4. Implementation challenges (how were they handled?)			X
5. Project changes, adjustments, or improvements made and/or required	X		

Strengths:

The grantee successfully recruited and maintained the amount of students (20) per the RFA requirement. At the time of the visit, the grantee was in the process of two classes. I was able to speak with a student who provided her experience of DCCK. She discussed how she was referred to the program and how it has helped her and her family.

Areas for Improvement: No areas of concern.

Additional comments:

V. Sustainability

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Funding sustainability plan	X		
B. Sustainability plan implementation progress	X		

Strengths: No areas of concern.

Areas for Improvement:

Additional comments:

Grantee Site Visit Tool	
Grantee	Goodwill of Greater Washington
Date of Site Visit	August 15, 2019
Site Address	2200 South Dakota Avenue, NE
Grant Award Period	March 1, 2019-September 30, 2019
Current Grant Project Title	Fy19 Strategic Industry Partnership Grant
WIC Staff	Bridgette Royster
Grantee Staff	Miranda Zola, Janece Kleban, and Rosa Proctor

Pre-Site Visit

	Yes	No	Comment
1. Most recent audit submitted?	X		
2. GANS requested during award period?		X	
3. Did the project commenced in the first quarter?	X		
4. Partnered with other agencies?	X		
5. Fully operational?	X	X	

I. Grant File Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Award letter and signed agreement, including all required certifications and assurances and completed special conditions	X		
B. Project application and budget	X		
C. Reimbursement requests; project expenditure reports; detailed worksheet with associated supporting documentation	X		
D. Quarterly match reports (if applicable) with associated supporting documentation	X		
E. Quarterly programmatic reports	X		
F. Problem notifications /adjustment requests	X		
G. Approved and signed grant adjustment notices	X		

Strengths: The Grantee compiled significant materials in preparation for the site visit. The information was found to be very helpful. Grantee maintained records of students and services in an orderly fashion. Files were kept electronically.

Areas for Improvement:

Additional comments: No concerns at the time.

II. Grantee Document Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Sub-grant award file (as per above section relating to grant file review)	X		
B. Written personnel/recruitment policies and procedures, including appropriate non- discrimination notification procedures	X		
C. Additional reports/data related to use of sub-grant funds (i.e. performance measure data, participant data, project reports and presentations, etc.)	X		
D. Evidence of background checks where appropriate	X		

Strengths: Grantee provided information as requested on or before/ after the monitoring visit. Copies of the above mentioned were provided as proof of documentation. Grantee provided 1st programmatic report on June 15, 2019 which demonstrated performance measure data and participant data.

Areas for Improvement:

Additional comments: No concerns at the time.

III. Financial Documentation Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Financial timeline for remainder of the grant period	X		
B. Written accounting procedures and documentation of accounting system	X		
C. Written procurement policies and procedures	X		
D. Financial reports and associated documentation that provide for the disclosure of financial and match expenditures related to the use of grant funds	X		
E. Most current annual audit report or financial review, and resolution system for resolving audit exceptions; if more than \$750k in federal funds were expended in the sub-grantee's fiscal year, then an A-133 audit is required			X
F. Are the accounting records organized and available?	X		
G. Any non-allowable expenditures discovered?	X		
H. Invoices are submitted in a timely fashion	X		
I. Supporting documentation is available	X		
J. How does grantee monitor on sub-grantee activity?	X		
K. Can grant expenses be identified from General Ledger reports?	X		

Strengths: Invoices were submitted in a timely fashion according to the timeline. Files are kept in an orderly manner. The financial system used by the grantee supports means of tracking the progress of the grantee.

Areas for Improvement: No recommendations.

Additional comments:

IV. Programmatic Review

S = Satisfactory NI = Needs Improvement NA = Not Applicable	S	NI	NA
A. Goals and performance measures			
1. Ability to identify and describe how program activities relate to goals and performance measures	X		
2. Assessment, data collection, analysis, and quality improvement process	X		
3. Outputs to date	X		
4. Outcomes to date	X		
B. Program structure			
1. Relation to larger organizational mission and structure	X		
2. Staffing, supervision, and staff training/development	X		
3. Program/service model	X		
4. Population served and/or stakeholder groups	X		
5. Referral/communication process (as applicable)	X		
C. Program activities			
1. Key program activities/project deliverables	X		
2. Program/project timeline for remainder of the grant period	X		
3. Implementation successes	X		
4. Implementation challenges (how were they handled?)			X
5. Project changes, adjustments, or improvements made and/or required	X		

Strengths:

The grantee successfully recruited and maintained the amount of students (20) per the RFA requirement.

Areas for Improvement:

Additional comments:

V. Sustainability

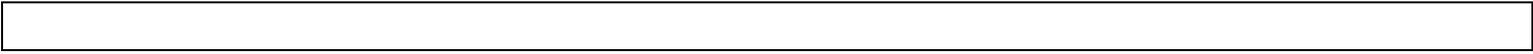
S = Satisfactory NI = Needs Improvement NA = Not Applicable

	S	NI	NA
A. Funding sustainability plan	X		
B. Sustainability plan implementation progress	X		

Strengths: No areas of concern.

Areas for Improvement:

Additional comments:



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

GRANT AGREEMENT

FY2019 Strategic Industry Partnership Grant

APPENDIX B – Reporting Narrative Guidelines & Template

Name of Applicant: AOBA Educational Foundation
Legal Name (if different from above): AOBA Educational Foundation
Address: 1025 Connecticut Avenue, NW | Suite 1005
City, State, Zip Code: Washington, DC 20036

Person Completing this Report: Marc Fischer | Interim Executive Director
Phone: 202.838.2910 (After September 30, 2019 – 410.977.2956)
Email: marc@aobafoundation.org (After September 30, 2019 – marc@inspirecre.com)

Date of Report: September 23, 2019

Thank you for your efforts to provide a building operations internship program 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)

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.)

The WIC grant supports our second summer internship cohort:

- *The internship program started on Monday, June 3 and ran for 12 weeks (until Friday, August 23).*
- *Interns reported to their workplace for employment onboarding and orientation for the first three days (June 3-5).*
- *Interns reported for internship onboarding and initial training for the rest of the first week (June 6-7).*
- *Interns began their weekly, cohort-based training program on Wednesday, June 12. Twenty-four (24) interns completed NAPEEF's Introduction to Engineering course, and 25 interns completed the Principles of Electricity course – by attending weekly, cohort-based training sessions.*
- *For the rest of each week, interns worked full-time on-site working side-by-side with their supervisor.*
- *Twenty-five (25) intern graduated from the program on Friday, August 23.*

Please refer to our Grant Adjustment Notice (GAN) #1 (Appendix 1) for additional information about the challenges we faced to meet these objectives – and the actions we took to mitigate these challenges

2. **What activities were conducted?**

Since the prior Programmatic Report we:

- *Completed the internship milestones identified above*
- *Collected and reviewed bi-weekly performance evaluations of each intern by his/her supervisor*
- *Maintained contact with interns, supervisors, and sponsors to ensure the internship program ran smoothly – and to resolve any potential issues*
- *Maintained contact with potential employers to keep the apprised of interns who might be looking for jobs at the end of the internship program*
- *Worked with community-based programs (Shelters to Shutters, etc.) to place candidates who were not accepted into*

our internship program

- Used social media to highlight the internship program in general, many of the interns individually, and many of the sponsor companies
- Evaluated alternative funding options due to unexpected fundraising challenges
- Debriefed and solicited 360° feedback from interns, staff, sponsors, and supervisors

3. What impact did you have?

As detailed previously, 25 interns graduated from the program on August 23. Here is a status update of the employment status of each DC resident (as of September 23, 2019):

- We understand seven (7) applicants have been offered full-time, unsubsidized positions:
 - Cleo Hines – offered a position with her internship sponsor (Polinger)
 - Kaylin Bell – offered a position with his internship sponsor (COPT) (\$20/hour with full benefits)
 - Lakisha Thomas – offered a position with her internship sponsor (MRP)
 - Leonardo Zeledon – offered a position with Access Green
 - Nelson Ballard – offered a position with his internship sponsor (Stonebridge)
 - Shawn Greene – offered a position with her internship sponsor (Borger) (\$18.50/hour with full benefits)
 - Warren Abbott – Although he was not accepted into our internship program, our workforce development team worked to place him in a full-time, unsubsidized position.
 -
- Three (3) DC residents are currently interviewing for positions:
 - Kareem Thomas – Although he was not accepted into our internship program, our workforce development team has been working with him to find a full-time, unsubsidized position. He is currently interviewing with several firms.
 - Kayla Brown – Kayla is interviewing with several firms.
 - Lamonte Mills – Lamonte is interviewing with several firms.
- We referred 11 DC resident candidates to other programs – please refer to the GAN for more details.

4. Briefly describe job placement and/or advancement strategies and activities attained during this period.

As of today, 20 of the 25 interns have been offered positions. We are working diligently to connect the remaining interns (and some well qualified candidates who were not accepted into the internship program) with employers to help them land full-time, unsubsidized jobs. More specifically, we are:

- Working directly to connect employers with qualified candidates – both those who were a part of this year's internship cohort and several who were not chosen for the internship cohort
- Referring candidates to other programs based upon their skills and needs (including NAAEI's internship cohort, Shelters to Shutters, SOME, Downtown BID, among others)

Please see Appendix 2 (Internship Program Overview and Statistics) for additional information.

5. What key activities still need to be implemented?

As of today, all internship-related activities have been completed.

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

Please refer to our Grant Adjustment Notice (GAN) #1 (Appendix 1) for additional information about unanticipated results.

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

Our internship program relies upon collaboration with several constituents, and we believe our ability to make connections among these various constituencies is a key to our success. For additional information on our partnerships, please refer to Appendix 7 (Partners and Sponsors)

PERFORMANCE OBJECTIVES

1. Measurable Skills Gains

- a. Satisfactory or better progress report, toward established milestones, such as completion of internship or training or similar milestones, from an employer or training provider who is providing training; or

As detailed earlier:

- Twenty-four (24) interns completed the NAPEEF Introduction to Engineering training program.
- Twenty-five (25) interns completed the NAPEEF Principles of Electricity training program.
- Twenty-five (25) interns graduated from the internship program.

- b. Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupation skills as evidenced by trade-related benchmarks such as knowledge-based exams.

See response above

2. Enrollment

- a. Total number of participants who were enrolled in training

- i. 8 DC residents were selected for the cohort (out of 25).
- ii. 1 DC resident was not able to complete the employer's background check, and the participant was replaced with another DC resident.
- iii. For tracking purposes, we are counting 9 DC residents as being enrolled in the program. The DC resident who did not complete the employer's background check will also be counted as a person who did not complete the internship program.

- b. Total number who successfully completed the training

- i. *See responses above*

For additional statistical information, please refer to Appendix 2 (Internship Program Overview and Statistics).

3. Curriculum materials and class materials/documents

Please refer to Appendix 3 (NAPEEF Curriculum and Schedules).

4. Student Roster

Please refer to Appendix 4 (Student Roster).

5. Industry-recognized certificate by the end of the training (if applicable)

- a. Certificate for completing career training programs that are based on industry skills, standards, and certifications
 - Interns who completed the NAPEEF courses received certificates of completion at graduation.
 - Interns who completed the internship program received a certificate of completion at graduation

6. Placement Rate

- a. Total number of participants who were placed in unsubsidized jobs

See prior responses

WORKFORCE PLAN

1. Describe the activities the partnership will undertake to address the identified workforce skill needs in the building operations industry. Identify the number and type of participants (e.g. job seekers, incumbent workers) that were served.

Please refer to our Grant Adjustment Notice (GAN) #1 (Appendix 1) and our Workforce Development Plan (Appendix 5) for additional information.

2. What strategies (such as training and placement) were utilized?

Please refer to our Grant Adjustment Notice (GAN) #1 (Appendix 1) and our Workforce Development Plan (Appendix 5) for additional information.

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 upon your results/outcomes.

Please refer to our Grant Adjustment Notice (GAN) #1 (Appendix 1) for additional information.

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

Please refer to our Grant Adjustment Notice (GAN) #1 (Appendix 1) for additional information.

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?

The AEF board of directors has determined that the Foundation will not host any more internships – at least for the remainder of 2019 and the entirety of 2020. The board is re-evaluating the Foundation's mission and whether internships are a part of that mission. This decision was based upon a number of concerns, including:

- *Fundraising challenges to support the internship program in the long-term*
 - *A lack of funding from property management companies*
 - *The "strings" that are attached to funding sources (particularly grants)*
 - *A lack of funding from private grants*
- *Staffing costs and other expenses associated the internship*

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

The board of directors is determining the communication strategy for the AEF going forward. The messaging will be based upon the strategic direction the board decides to take in the future. As a part of this change in the strategic direction, AEF will eliminate the entire staff by September 30, 2019. As a result, there will be limited opportunities to share information with others after September 30.

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.

Although the board of directors is exploring different strategies for the future, the AEF staff fully supports the internship program. By any measure, the internship program was a rousing success. We believe that the "secret" to our success is the ability to connect the various constituencies that tie job seekers to educational opportunities and then to lucrative careers in building operations.

OTHER COMMENTS

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

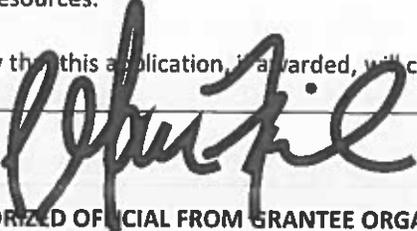
Thank you so much for your flexibility and for taking a chance on a new program. Without your support, we would not be able to deliver our internship program this summer.

APPENDIX 1 | GRANT ADJUSTMENT NOTICE #1



Applicant Profile

(Revised September 6, 2019)

ORGANIZATION: AOBA Educational Foundation	
ADDRESS: 1025 Connecticut Avenue, NW Suite 1005 Washington, DC 20036	
PROJECT TITLE: Building Operations Internship Program	
DURATION: June 3, 2019 – August 23, 2019	RFA #:
ORIGINAL BUDGET	REVISED BUDGET
PERSONNEL \$0	PERSONNEL \$0
FRINGE BENEFITS \$0	FRINGE BENEFITS \$0
CONTRACTS \$110,900	CONTRACTS \$115,596
SUPPLIES \$20,600	SUPPLIES \$3,245
EQUIPMENT \$0	EQUIPMENT \$0
OPERATING COST \$0	OPERATING COST \$0
TOTAL AMOUNT: \$131,500	TOTAL MATCH AMOUNT: \$118,841
PROGRAMMATIC CONTACT	FINANCIAL CONTACT
NAME: Marc Fischer	NAME: Marc Fischer
TITLE: Interim Executive Director	TITLE: Interim Executive Director
PHONE: 202.838.2910	PHONE: 202.838.2910
EMAIL: marc@aobafoundation.org	EMAIL: marc@aobafoundation.org
APPLICANT AUTHORIZED OFFICIAL CONTACT	
NAME: Marc Fischer	PHONE: 202.838.2910
TITLE: Interim Executive Director	EMAIL: marc@aobafoundation.org
APPLICANT CERTIFICATION	
<p>The application is made a grant under the Workforce Investment Council (WIC), FY 19 Strategic Industry Partnership grant administered by the WIC. Funds awarded pursuant to this application will not be used to supplant or replace funds or other resources.</p> <p>I certify that this application, if awarded, will conform to the conditions set forth by the Workforce Investment Council.</p>	
	Revised September 6, 2019
AUTHORIZED OFFICIAL FROM GRANTEE ORGANIZATION SIGNATURE	DATE
<p>Marc Fischer Interim Executive Director</p>	
AUTHORIZED OFFICIAL FROM GRANTEE ORGANIZATION PRINTED NAME	



GRANT ADJUSTMENT NOTICE

Revision Date: September 6, 2019

ORGANIZATION:	AOBA Educational Foundation		
ADDRESS:	1025 Connecticut Avenue, NW Suite 1005 Washington, DC 20036		
PROJECT TITLE:	AOBA Educational Foundation Summer Internship Program		
DURATION:	March 1 – September 30, 2019	RFA #:	

NATURE OF ADJUSTMENT

- PERSONNEL
- SCOPE OF WORK
- BUDGET REALLOCATION

ORIGINAL APPLICANT BUDGET		REQUESTED APPLICANT BUDGET	
PERSONNEL	\$0	PERSONNEL	\$0
FRINGE BENEFITS	\$0	FRINGE BENEFITS	\$0
CONTRACTS	\$110,990	CONTRACTS	\$115,596
SUPPLIES	\$20,600	SUPPLIES	\$3,245
EQUIPMENT	\$	EQUIPMENT	\$
OPERATING COST	\$	OPERATING COST	\$
TOTAL AMOUNT	\$131,500	TOTAL AMOUNT	\$118,841

PERSONNEL CHANGES

FROM NAME:	TO NAME:
TITLE:	TITLE:
PHONE:	PHONE:
EMAIL:	EMAIL:

SCOPE OF WORK

Since we applied for the DC WIC grant in January, certain conditions have changed, and we would like to formally request permission to amend our grant as noted below:

WHAT CHANGED?

Expanded Internship Program

We based our assumptions about the caliber of candidates who would apply for this year’s internship program on the candidates who applied last year. It turned out the candidate talent pool for 2019 was much different than we originally expected. As a result, earlier this spring, we realized the best way to serve the most candidates – and to help the most candidates enter careers in building operations and the skilled trades – would be to run two educational pathways during our summer internship program. Multiple internship pathways would also allow us to meet the candidates “where they are” on their career path. Throughout the spring of 2019, we operated under the assumption we would have two internship cohorts.

Our focus remains on a single aspirational end goal – helping job seekers who are interested in this career path to obtain full-time employment. As such, we carefully evaluated each candidate’s skills and job readiness, and we sorted candidates (based upon their abilities) into one of these pathways to building operations and skilled trades careers:

- **Direct Hire**
 - This pathway is available to a select few candidates who, through a combination of education and work experience, are “job ready” now. These candidates will be placed in full-time jobs with employers, and they might/might not participate in an internship – depending upon their skills and the needs of their employers. (Only the very best qualified candidates will meet the requirements for this pathway.) If they participate in the internship program, they will gain valuable on-the-job training while working side-by-side with experienced building operations employees, and they will attend weekly, cohort-based training sessions focused on building system operations. (Candidates will be placed with commercial real estate, residential/multifamily real estate, and skilled trades companies [HVAC, plumbing, and electrical].)

- **Job Ready Internship**
 - This pathway is available to candidates who are “job ready” and who, through a combination of education and experience, are best placed in our traditional 12-week internship program. They will gain valuable on-the-job training while working side-by-side with experienced building operations employees, and they will attend weekly, cohort-based training in building system operations.
 - These candidates will receive two higher-level building operations courses through the National Association of Power Engineers Educational Foundation (NAPEEF) – *Introduction to Engineering* (30 hours) and *Principles of Electricity* (30 hours).
 - At the end of the summer, we will help to connect these interns with employers (commercial real estate, residential/multifamily real estate, and skilled trades companies [HVAC, plumbing, and electrical]) for full-time, unsubsidized jobs.

- **Ready-to-Work Internship**
 - This pathway is available to opportunity job seekers who are not yet “job ready” – but who have potential to be successful in this career path. They will attend the same 12-week internship program as the job ready candidates described above, and they will gain valuable on-the-job training while working side-by-side with experienced building operations employees. They will also attend weekly, cohort-based training in basic building systems operations.
 - We expect many of these interns to work with janitorial service providers (as day porters or engineer’s helpers) and as helpers in the skilled trades (HVAC, plumbing, electrical, etc.) – all of which offer a pathway to maintenance technician careers when the candidates have more education and experience. We will remain in contact with these candidates to help them enter building operations careers – perhaps as soon as next year.
 - These candidates will receive one entry-level building operations course through the National Association of Power Engineers Educational Foundation (NAPEEF) – *Ready2Work* (60 hours).
 - The Foundation has scholarship funds available to support the continuing education (post internship) for these individuals.
 - At the end of the summer, we will help to connect these interns with employers for full-time, unsubsidized jobs.

- **Referral to Other Agencies**
 - We are not able to serve all the candidates who apply for our internship program. Our team is working hard to refer remaining candidates to other agencies (like SOME’s CET, Shelters to Shutters, and Downtown BID) – and we anticipate some of those candidates might be ready for our future internship offerings (perhaps as early as 2020). We also expect some of these job seekers to be hired in full-time, unsubsidized positions as a result of our referrals.

These changes were reflected in a Grant Adjustment Notification (GAN) we submitted to DC WIC in April 2019. However, conditions have continued to change, and this document is an amendment to the previous GAN that is designed to include all information known to us as of today.

Application and Screening

In our original application, we expected to screen at least 30 DC residents for entry into our program. In total, 52 DC residents applied for the 2019 internship program (compared to 47 Maryland residents and 19 Virginia residents). Of those 52 applicants, only 26 (50%) made it all the way through the screening process (compared to 70% of Maryland residents and 37% of Virginia residents). Candidates from DC dropped out of the program at various intervals when they:

- Applied and then did not continue
- Applied and completed some (or all) of the on-line screening
 - 43 DC resident candidates completed our standardized resume
 - 36 DC resident candidates completed the on-line assessments
 - *(Please note that, in accordance with our original grant request, at least 30 candidates did the on-line cognitive, mechanical aptitude, and personality assessments.)*
- Applied, completed all the on-line screening, and failed to sign up for (or failed to show up for) the in-person interview
 - 20 DC resident candidates completed the in-person interview
 - *Of the 16 candidates who did not complete the in-person interview, 13 did not schedule an interview and three (3) scheduled an interview and did not show up.*

This significant candidate drop-off occurred despite our staff's extensive efforts to help candidates navigate through the application process. In all cases, our staff reached out to each candidate at least three separate times – at each step communicating via email, text message, and a personal phone call (for a total of at least nine contacts per candidate) if the candidate failed to advance in the screening process.

In our June programmatic report, we reviewed the statistics for this year's screening process in more detail – and we addressed what we believe are some of the causes for this drop off.

Lack of Educational Seats

One of the most significant challenges we faced with our 2019 internship program relates to the number of educational "seats" available to us for our summer internship program.

As of the start of April, we had planned on having about 50 education "seats" – which means we could have as many as 50 interns in two cohorts:

- **NAPEEF's *Ready2Work*** (for "opportunity" job seekers) – with a hard limit of 20 students (because of the amount of "hands on" training that is included in this program)
- **NAPEEF's *Introduction to Engineering and Principles of Electricity*** (for "job ready" job seekers) – with a soft limit of about 30 students

We found out in late April that, due to their impending move this summer, NAPEEF was not going to be able to provide the *Ready2Work* program for us. (We anticipate including the *Ready2Work* curriculum in future cohorts, but it is not available to us this summer.) That reduced the number of internship slots from 50 to about 30. Then, in mid-May, we found out that, in talking with NAPEEF, there was now a hard limit of 25 students for the *Introduction to Engineering and Principles of Electricity* classes. As a result, between late April and mid-May, our educational capacity was reduced in half – from 50 to 25 seats.

(As an aside, NAPEEF has been nothing but accommodating to our program. It just so happened that their relocation – which was expected to occur earlier in 2019 – was now going to occur in the middle of the summer. We anticipate working with them later in 2019 and throughout 2020 to offer education that applies to both cohorts. They are a great partner.)



This loss of “seats” dramatically impacted our ability to place DC residents in our internship program – particularly because 60% of the slots were designed for opportunity job seekers. The number of “seats” was a limiting factor – we turned away internship sponsors because we did not have training capacity to accommodate additional interns.

We are confident that, had we been able to offer the *Ready2Work* cohort, we would have been able to place significantly more DC residents in the internship program.

Multifamily Cohort

Given the reduction in seats, and intent upon complying with the requirements of the grant, we explored two options to create a second cohort – focused on multifamily (apartment) properties.

We had been working with the **National Apartment Association Educational Institute (NAAEI)** and their consultant, **Grads of Life (GOL)**, since January to support their spring internship program. Their model is quite a bit different from ours, and we were on the periphery through most of their planning this spring.

They expected Job Corps to provide a steady supply of high quality, pre-trained candidates, but there have been significant changes at Job Corps since their director left in December, and the pipeline did not materialize as NAAEI/GOL expected. To increase the number of DC residents we serve, we talked for several weeks with NAAEI/GOL about potentially combining our internship programs this summer.

At least initially, it seemed like good synergy – they have several internship sponsors already lined up, and we have pre-screened candidates looking for opportunities. However, after much discussion and “possibility thinking,” we mutually agreed that our model is so different from theirs that it would not be reasonable to join forces this summer. In particular:

- They planned to hire “pre-trained” candidates who had already completed NAAEI’s 80-hour Certified Apartment Maintenance Technician (CAMT) program. Conversely, we planned to include one day of training each week during the 12-week internship program – culminating in each intern earning the CAMT certification at the end of the internship. As it turns out, their sponsors were adamant about taking only candidates who already possess the CAMT certification at the start of the internship. We attempted to create a different training structure as a compromise – instead of taking one day of CAMT training each week over 12 weeks, we considered hosting CAMT training over 2-3 weeks at the start of the 12-week internship period – and then having interns spend the remaining 9-10 weeks working on-the-job with their sponsor companies. Unfortunately, we were unable to resolve a challenge of who would pay the interns for the 2-3 weeks it would take for them to complete the CAMT training.
- Their internship was designed to be 9 weeks duration. Ours was expected to be 12 weeks.
- NAAEI/GOL did not have many options to support the program financially, and we would not be able to independently support the costs of the internship program under their model.

In the end, we agreed that the best option was to provide NAAEI/GOL access to our pool of screened candidates who already had earned the CAMT certification – and they would run their internship program the way they designed it. We continue to help NAAEI/GOL get their internship program off the ground, and we are working to place ~10 candidates in multifamily maintenance careers who we otherwise would not be able to help this summer. We are not certain how many of these interns will be DC residents, but we will update DC WIC if DC residents are placed through this internship program.

After realizing the NAAEI/GOL partnership was not going to work as planned, we explored the option to create a **separate multifamily internship program** that would look exactly like our other internship program – the only difference is that we would use the NAAEI CAMT curriculum in place of the NAPEEF curriculum. Unfortunately, after putting the pieces together to hold our first multifamily internship cohort this summer, we were not confident we would be able to find enough sponsors and interns on such short notice that we could complete the work by the end of the grant performance period (September 30, 2019).



CANDIDATE UPDATE

Based upon our original grant application, our aspirational goal was to:

- Place 20 DC residents into the internship program
- Graduate 85% of those residents (17 interns)
- Have 70% of the graduates employed in full-time, non-subsidized jobs at/above minimum wage (12 interns)

On “Match Day” in early May, eight (8) DC residents were chosen to be a part of the summer internship cohort. One of the DC resident candidates did not successfully complete the employer’s onboarding process, and the candidate was replaced with another DC resident. For the purpose of the grant, we consider that we have “placed” nine (9) DC residents into the internship program – eight of whom started the internship.

One DC resident’s (DaeQuan Cook) employment was terminated by his employer in July. Termination also ended his association with the internship program. The internship sponsor company (a multifamily management company) chose a replacement intern – a Maryland resident who had completed advanced training at Montgomery College and who had experience in multifamily building operations. Of the candidates who remained in our “pool,” the intern sponsor perceived him to be the strongest candidate. Throughout the selection process, we allowed the employers to choose their intern from our pool of candidates. For several reasons, we prefer this method over assigning an intern to an employer. As a result, we cannot “steer” DC resident candidates to open internship positions.

Here is a status update (as of September 5, 2019):

- We understand seven (7) applicants have been offered full-time, unsubsidized positions:
 - Cleo Hines – offered a position with her internship sponsor (Polinger)
 - Kaylin Bell – offered a position with his internship sponsor (COPT) at \$20/hour with full benefits
 - Lakisha Thomas – offered a position with her internship sponsor (MRP)
 - Leonardo Zeledon – offered a position with Access Green
 - Nelson Ballard – offered a position with his internship sponsor (Stonebridge)
 - Shawn Greene – offered a position with her internship sponsor (Borger) at \$18.50/hour with full benefits
 - Warren Abbott – Although he was not accepted into our internship program, our workforce development team worked to place him in a full-time, unsubsidized position.
- Three (3) DC residents are currently interviewing for positions:
 - Kareem Thomas – Although he was not accepted into our internship program, our workforce development team has been working with him to find a full-time, unsubsidized position. He is currently interviewing with Access Green. We received word on September 5 that Borger Management will be hiring another intern. We provided Kareem’s resume to Borger, and they expect to schedule an interview for the week of September 9.
 - Kayla Brown – Kayla is interviewing with Equity Residential. We believe Equity Residential will offer her a position within the next two weeks or so.
 - Lamonte Mills – Lamonte has been offered an interview with Stonebridge. We are confident Stonebridge will offer him a position within the next two weeks or so. As a backup, we received word on September 5 that Borger Management will be hiring another intern. We provided Lamonte’s resume to Borger, and they expect to schedule an interview for the week of September 9.
- We referred 11 DC resident candidates to other programs – including Downtown BID, Shelters to Shutters, and SOME’s CET – primarily because the candidates would benefit from support services that are beyond what we can provide at this time. We hope these candidates can become interns in the future, and we intend to stay in touch with them.
 - Shelters to Shutters provides “wrap around” services that exceed our capabilities. In addition to our effort to connect these individuals with employers, Shelters to Shutters is also working to help them start their careers in



building operations. The following applicants were accepted by Shelters to Shutters into their pool of candidates, and they are working to help place these candidates in positions that are commensurate with their education and experience.

- Mykale Adams
 - Chester Peterson
 - Derwin Gaines
- We referred nine (9) DC residents to the **Downtown BID** for direct employment. To date, Downtown BID has not had open positions, so they have not hired any candidates for SAM positions. However, it is possible that some of these residents will be hired soon.
- Curtis Turner
 - Derwin Gaines
 - Jamill Dorsey
 - Johnny Dawkins
 - Michael Britt
 - Rayna Allen
 - Tavon Smith
 - William Foster
 - Xavier Hines

PLEASE NOTE: All candidates are potentially eligible for future internship cohorts – especially if we can support a cohort exclusively for opportunity job seekers in the future. We will reach out to these candidates when we are ready to start another internship.

PROPOSED OPTION TO MOVE FORWARD

As we hope you will agree, the AOBA Educational Foundation worked diligently to overcome each of the challenges we described above. However, despite our best efforts, we were not able to place 20 DC residents in our internship program this summer.

As a result, we would like to move forward with the DC WIC Grant under these general parameters:

- **Prior to June 3, 2019**
 - For work prior to the start of the internship program on June 3, 2019, we would like to bill our actual costs in accordance with our original grant application (subject to the modifications proposed in the GAN).
 - In the end, we screened considerably more DC resident candidates than we expected, and it took significantly more time than we originally anticipated to explore options to expand the internship program to accommodate more DC resident interns – and to help DC residents secure full-time jobs.
- **Variable Unit Costs During the Internship Program (June 3, 2019 – August 23, 2019)**
 - Several of the line items in our original grant application are based on a unit cost (often per candidate or per intern). Those items will automatically adjust for the number of DC residents we serve. These changes are detailed on the attached Budget and Narrative Worksheet.
- **Costs During the Internship Program (June 3, 2019 – August 23, 2019)**
 - In terms of tracking, we keep a running total of:
 - The number of DC residents accepted into the internship (9)
 - The number of DC residents who graduated from the internship program (7)
 - The number of DC residents who are hired (measured on September 30, 2019) (7 as of September 6)
 - For grant verification purposes, we propose this measurement would include the number of DC residents who are hired post-internship – as well as any residents we support or directly place into careers.
 - In addition, we intend to pass through any internship-related costs (that are not unit costs) by applying the pro-rata share of DC residents compared to our goal.



- For most internship-related items, the pro-rata share is 32% (8 DC resident interns/25 interns in this cohort).

Workforce Development Costs to Support DC Residents

As we hope you can appreciate, we have worked diligently to comply with the terms of the DC WIC grant. Despite the challenges we faced (as detailed above), we have repeatedly attempted to overcome each “roadblock” as we encountered it – both to comply with the terms of the DC WIC grant and to help as many applicants as possible find full-time, unsubsidized employment.

As detailed above, we are working with many DC residents to help them find placement in unsubsidized jobs. The extra effort to connect DC resident applicants (who were not admitted into the internship program) with employers and to refer applicants to other agencies is above and beyond the work we contemplated in our grant application.

It is important to note that, in order to help place as many DC residents as possible, AEF is incurring expenses that are directly related to serving DC residents – and that are outside of the internship program and our original grant application. Our workforce development team continues to support DC residents by connecting them to services and employers. *We are not offering this expanded job service to Maryland or Virginia residents – only DC residents.*

ORIGINAL GRANT BUDGET V. REVISED GRANT BUDGET

DC WIC approved a \$131,500 grant to the AOBA Educational Foundation to support our internship program. In this GAN, using the “formula” described above under “Proposed Option to Move Forward,” we believe a reduction of our grant is in order. Our proposed revised funding appears below:

- For March, April, and May 2019, DC WIC has paid us in full - **\$70,787.73**
 - March - \$21,357.18
 - April - \$24,301.80
 - May - \$25,128.75
- With those payments, that leaves **\$60,712.27** of the approved grant amount remaining
 - Given that we served eight (8) DC residents instead of the target of 20 DC residents in the DC WIC grant (40%), we would like to request funding equal to 40% of this remainder - **\$24,284.91**
 - $(\$60,712.27 \times 40\% = \$24,284.91)$
- This formula would reduce our request under the grant from **\$131,500** to **\$95,072.64**
 - This represents a payment to AEF for **72.3%** of our grant $(\$95,072.64/\$131,500 = 72.3\%)$
 - DC WIC could then “de-authorize” the remaining funds from our grant **(\$36,427.36)** and could use those funds for other purposes.
- DC WIC informed us recently that additional funds were available to reimburse grantees for our “Match Amount” as defined in our Grant Agreement. AEF committed to match at least **\$32,875** – and we have shown in our funding requests that we have exceeded that amount.
 - We, of course, would not request the full amount of the reimbursement, but we believe a 72.3% reimbursement of our match would be fair. That total would be **\$23,768.63**.
 - $(\$32,875 \times 72.3\% = \$23,768.63)$
- In total, we would like to modify our grant request from **\$164,375** to **\$118,841.26**
 - Grant Request at 100%: $\$131,500 + \$32,875 = \$164,375$
 - Grant Request at 72.3%: $\$95,072.64 + \$23,768.63 = \$118,841.26$



If approved, DC WIC would fund AEF as follows:

Description	Amount	Status
March 2019	\$21,357.18	Paid
April 2019	\$24,301.80	Paid
May 2019	\$25,128.75	Paid
June 2019	\$24,053.51	In Process
July 2019	\$20,552.96	In Process
Total Paid or In Process	\$115,394.20	
August 2019	\$3,447.06	To Be Processed in September 2019
Total Funds	\$118,841.26	

RATIONALE

Here is how we approached the proposed reduction in funding:

- For the period from March 1, 2019 through May 31, 2019, we performed the work as noted in our grant application and, we exceeded our goals for screening candidates. DC WIC has indicated that our funding requests for March, April, and May are approved as submitted. (These have been paid in full to AEF.)
- For the period from June 1, 2019 through the end of the performance period (September 30, 2019), we propose an allocation model that reflects our work on behalf of DC residents:
 - Actual payroll costs were higher than our original grant request because our actual payroll associated with the internship program (screening applicants, running the internship program, and helping candidates get hired) is trending higher than expected.
 - The significant work we did for the direct benefit of DC residents (as highlighted earlier in the GAN) has also increased our payroll costs.
 - Please note, when possible, we absorbed a bigger portion of our request for items categorized as "Supplies" – which significantly reduced our request for Supplies. In our GAN, we proposed moving some of the "Supplies" funds to "Contract Costs" (for us, this is our "payroll") to offset the increased payroll costs.
 - The Foundation is committed to our workforce development mission, and the DC WIC grant is only a portion of our overall payroll. AEF has made a significant commitment to fund our programs, and much of our funding supports DC-related entities.
 - Allocated expenses are based upon the pro-rata share of DC resident interns (in most cases 32%).
- We will have reached the revised grant request amount of \$118,841.26 in early August 2019. It is important to note that AEF will absorb all remaining internship costs we incur in August and September. Final expenses of the internship program will not likely be finalized until late September, but AEF will cover all these costs after the grant runs out.
- As detailed above, our workforce development team is working diligently to place DC residents in jobs. Based upon our original grant application, our goal was to:
 - Place 20 DC residents into the internship program
 - Graduate 85% of those residents (17 interns)
 - Have 70% of the graduates employed in full-time, non-subsidized jobs at/above minimum wage (12 interns)

Although our intention was to put 20 DC residents through our internship program, the overarching goal was always focused on helping DC residents find unsubsidized jobs. We focused in the grant application on helping at least 12 DC residents find full-time, unsubsidized jobs that are at/above minimum wage.

As detailed above, even though we did not start the internship with 20 DC residents, we are working diligently to place at least 12 DC residents in full-time. We are currently working with DC residents (both in and outside of the internship) to help them find employment. It is entirely possible we will exceed the goal of helping 12 DC residents find positions. Although the pathway is



different from what we originally proposed, we believe we can still achieve our placement objective.

As of today, here is a summary of our progress:

Status	Goal	Actual Achievement
Accepted into Internship	20	9
Entered Internship		8
Completed Internship	17	7
Offered a Position	12	7
Currently Interviewing for a Position		3
Referred to Other Program – Potential Hires		11

As you can see, it is reasonable that we will place 10 DC residents in full-time, unsubsidized positions by the end of September (7 job offers + 3 candidates still interviewing). If all 10 DC residents are hired, we will have reached 83% of our hiring goal. Although we are not as confident they will be hired by the end of September, there are also 11 other DC residents who have the potential to be hired as a result of our work. It is still possible we will still meet or exceed our hiring goal by the end of 2019.

PROPOSED CHANGES TO GRANT BUDGET

Based upon the information above, we would like to make certain changes to our grant application considering the new information. These changes are detailed more fully on the attached Budget and Narrative Worksheet.

A handwritten signature in black ink, appearing to read 'Marc Fischer', is written over the signature line.

GRANTEE AUTHORIZED OFFICIAL SIGNATURE:

Marc Fischer | Interim Executive Director

September 6, 2019

DATE

For WIC use only: WIC Grant Manager (Signature & Date):



BUDGET AND NARRATIVE WORKSHEET

(Revised September 6, 2019)

BUDGET	GRANT FUNDS
A. Personnel	\$0.00
2B. Fringe Benefits	\$0.00
C. Contracts	\$115,596
D. Supplies	\$3,245
E. Equipment	\$0.00
F. Operating Costs	\$0.00
TOTAL	\$118,841

BUDGET COMPUTATION AND NARRATIVE

INSTRUCTIONS: Please provide the computation for arriving at these expenditures as well as a brief narrative explaining how these expenditures relate to the project/program outputs and outcomes. The budget narrative should itemize all costs and provide a detailed narrative explaining and justifying each budget item. All funds listed in the budget will be subject to an audit, including match expenses.

Applicants must provide the percentage or number of hours proposed to fulfill the applicant's proposed goals and objectives.

A. PERSONNEL: List each position by title and name of employee, if available. Show the annual salary rate and the percentage of time to be devoted to the project. These costs are for salaries of staff positions that are essential to the success of the project and that have actual devoted time on the project. Personnel listed here should be salaried/hourly employees of the organizations. Contractors/consultants should be listed in the Consultants/Contracts category.

Name/Position	Salary/Hourly Rate	Project Allocation	Cost
Total			\$0.00

A. PERSONNEL:

Budget Narrative

Provide detailed description of all costs, explaining and justifying each budget item. Include as an attachment resumes, certifications, and awards.

At this point in its life cycle, the AOBA Educational Foundation does not directly employ any staff members. All staff members are compensated as independent contractors. As a result, we will not passthrough any personnel costs as part of this grant.

B. FRINGE BENEFITS: Fringe benefits should be based on actual known costs. Fringe benefits are by employee and benefit (i.e. healthcare, taxes). Breakdown of all fringe benefits needed, and the percentage/costs must be provided for each employee stated in the Personnel category. Fringe benefits include, but are not limited to, healthcare, taxes, paid time off, insurance, retirement plans, and other fringe benefits.

Name/Position	Fringe Benefits	Project Allocation	Cost
Total			\$0.00

B. FRINGE BENEFITS:

Budget Narrative

Provide detailed description of all costs, explaining and justifying each budget item.

At this point in its life cycle, the AOBA Educational Foundation does not directly employ any staff members. All staff members are compensated as independent contractors. As a result, we will not passthrough any fringe benefit costs as part of this grant.

C. CONTRACTS:

Contract and consulting services, including contracts such as rent, IT contracts, technical assistance, training, outsourcing of program services, maintenance/service agreements, accounting, etc. that can be directly attributed to grant-funded activities. Provide a description of the project or services to be procured by contractor and an estimate of the costs.

Contracts: Provide a description of the product or service to be procured by contract and an estimate of the cost. Applicants are encouraged to promote free and open competition in awarding contracts. A separate justification must be provided for sole source contracts in excess of \$100,000.

Rent expenses should be based on project allocation.

Service Provider/Vendor	Computation	Project Allocation	Cost
Marc Fischer – Interim Executive Director – project management, grant management, and strategic oversight	\$125 per hour	\$20,500 (164 hours) for work prior to start of internship	\$20,500
Sarah Benson – Director of Outreach – recruiting and outreach to partners	\$40 per hour	\$15,720 (393 hours) for work prior to start of internship \$2,270 (~57 hours) for pro-rated work during internship	\$17,989
Shara Kurcz – Workforce Development Manager – connecting interns and job seekers with employers	\$40 per hour	\$11,240 (281 hours) for work prior to start of internship \$5,250 (131 hours) for pro-rated work during internship	\$16,490
Karen Maher – Workforce Development Associate – connecting interns and job seekers with employers	\$35 per hour	\$5,732 (164 hours) for work prior to start of internship \$840 (24 hours) for pro-rated work during internship	\$6,571
Maia Krapcho – Internship Program Manager – day-to-day operation of the internship program	\$40 per hour	\$15,280 (382 hours) for work prior to start of internship \$9,150 (229 hours) for pro-rated work during internship	\$24,430
Jill Sellers – Administrative/Project Manager	\$25 per hour	\$450 (18 hours) for work prior to start of internship No allocation to DC WIC grant during internship	\$450
Candidate aptitude and cognitive evaluations – testing, interpretation, and reporting by a 3 rd party educational partner	\$50 per evaluation	\$50 x 30 DC resident candidate evaluations	\$1,500
Pre-internship training		\$520 training cost x 32% allocation to DC WIC Grant	\$167
NAPEEF Training Course	\$350 per intern	\$350 x 8	\$2,800
DCPSS Tenacity Program		\$675 total invoice x 32% allocation to DC WIC Grant	\$216
Breakfast and lunch for (12) training sessions	\$200 per day	\$200 per day x 12 training sessions x 32% allocation to DC WIC Grant	\$714
Allocation of additional funding to reimburse AEF for “match amount” at 72.3% of \$32,875			\$23,769
Total			\$115,596

C. CONTRACTS:

Budget Narrative

Provide detailed description of all costs, explaining and justifying each budget item.

A detailed description of each line item is included in the chart above.

Please note that the AOBA Educational Foundation does not intend to passthrough any overhead costs associated with this grant. None of the budget items listed above includes any allocation of overhead.

The AOBA Educational Foundation intends to contribute at least 25% of the costs associated with this internship program (including our contribution to overhead and operating costs). This table provides additional information of major matching commitments by AEF (over the 30 weeks between March 1, 2019 and September 30, 2019):

Service Provider/Vendor	Computation	Match by AEF	Cost of Match by AEF
Marc Fischer – Interim Executive Director – project management, grant management, and strategic oversight	\$125 per hour	20 hours per week * 30 weeks	At least \$32,875
Sarah Benson – Director of Outreach – recruiting and outreach to partners	\$40 per hour	20 hours per week * 30 weeks	
Shara Kurcz – Workforce Development Manager – connecting interns and job seekers with employers	\$40 per hour	10 hours per week * 30 weeks	
Maia Krapcho – Internship Program Manager – day-to-day operation of the internship program	\$40 per hour	30 hours per week * 30 weeks	
Total			\$32,875

Based upon our 2019 budget, the AOBA Educational Foundation has budgeted more than \$154,500 – above and beyond the amount requested from the DC Workforce Investment Council’s Strategic Industry Partnership – for payroll costs over the 30-week duration of this project.

In addition, AEF is not allocating any overhead costs to this grant request – and, as detailed in our cover letter, we are also absorbing approximately \$7,000 in catering costs.

The AOBA Foundation is expected to contribute significantly more than 25% in matching funds in 2019. However, in order to comply with the terms of the grant – and in case our contribution ends up being lower than our budget – we will “guarantee” to contribute at least 50% in matching funds – \$65,700.

D. SUPPLIES:

List items by type (office supplies, training materials, copying paper, and expendable equipment items costing less than \$5,000, such as books, but not to include movable equipment – see the Equipment category) and show the basis for computation. Generally, supplies include any materials that are expendable or consumed during the project. Activities must be clearly outlined in the applicant budget. The proposed activity must have an agenda with an attendee listing and this information will be requested with any reimbursement payment.

Item	Computation	Project Allocation	Cost
Textbooks	Assumes \$100 per intern	N/A – the textbook cost is included in the course cost	\$0
Printing for internship cohort	Assumes \$50 per intern for printing	\$50 x 8 interns	\$414
Internship materials (multi-tools, flashlights, office supplies, etc.)	\$1,000	\$125 x 8 interns	\$911
Uniform and PPE (when not reimbursed by employer) – AEF will absorb this cost in the event an intern needs assistance with required uniform/PPE costs	N/A	N/A	\$0
Graduation gift – tool bag	\$50	\$50 x 8 interns	\$293
Internship travel costs – \$101.75 per intern to help with transportation costs	\$101.75	\$101.75 x 8 interns	\$814
Marketing and collateral materials for outreach		Allocated portion of marketing/collateral materials for distribution to potential interns	\$813
Total			\$3,245

D. SUPPLIES:

Budget Narrative

Provide detailed description of all costs, explaining and justifying each budget item.

A detailed description of each line item is included in the chart above.

Please note that the AOBA Educational Foundation does not intend to passthrough any overhead costs associated with this grant. None of the budget items listed above includes any allocation of overhead.

E. EQUIPMENT:

List the non-expendable equipment that will be purchased under the grant. (Note: expendable items should be included in the "Supplies" category). Provide a description in the budget narrative explaining how the equipment is necessary for the success of the project and include all known vendors.

Item	Computation	Project Allocation	Cost
Total			\$0.00

E. EQUIPMENT:

Budget Narrative

Provide detailed description of all costs, explaining and justifying each budget item.

Not applicable. Any equipment that needs to be purchased to support the internship program will be purchased by the AOBA Educational Foundation – the cost of which will not be passed through to this grant.

F. OPERATING COSTS: List items by type that will be charged to the grant. These funds are limited to 10% of total project cost.

Item	Computation	Project Allocation	Cost
Total			\$0.00

F. OPERATING COSTS:

Budget Narrative

Provide detailed description of all costs, explaining and justifying each budget item.

Not applicable.

Please note that the AOBA Educational Foundation does not intend to passthrough any overhead or other operating costs associated with this grant.

The AOBA Educational Foundation intends to contribute at least 25% of the costs associated with this internship program (including our contribution to overhead and operating costs).

APPENDIX 2 | INTERNSHIP PROGRAM OVERVIEW AND STATISTICS

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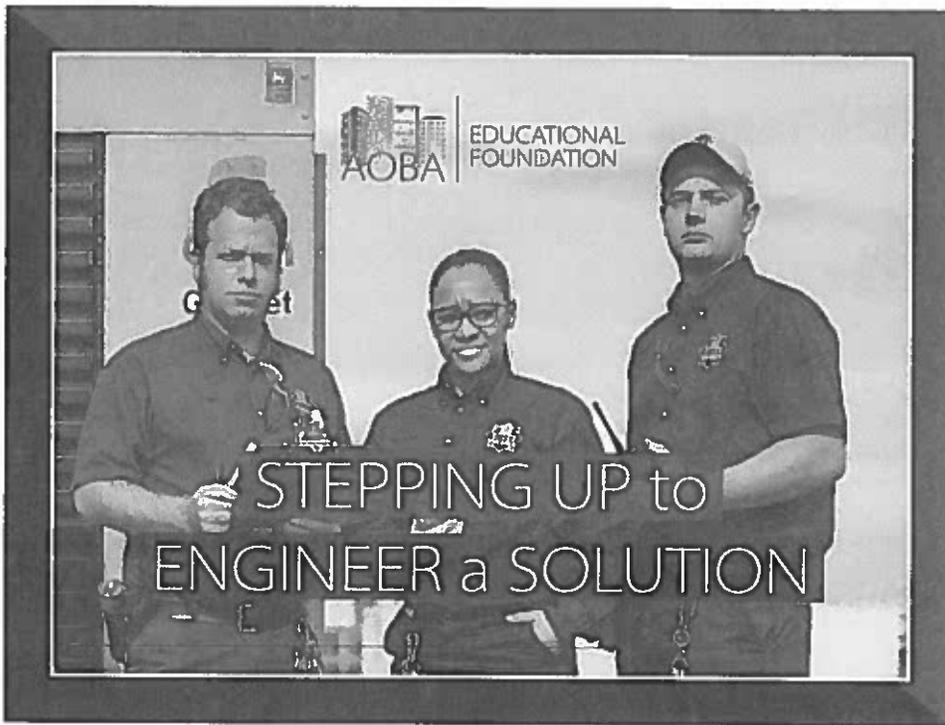
2023-2024

2022-2023

2021-2022

2020-2021

20



1

AEF MISSION

The AOBA Educational Foundation exists to address a talent crisis in the real estate industry by focusing on the critical need to promote careers in building operations, engineering, and maintenance.

We connect job seekers, training centers, workforce development programs, and employers – all to help companies recruit, develop, train, and retain the next generation of skilled tradespeople in the Metro DC region.

Our work provides long-term, tangible economic benefits and a workforce development pathway to stable, lucrative careers.

AOBA EDUCATIONAL FOUNDATION

2



AEF'S ROLE AS FACILITATOR



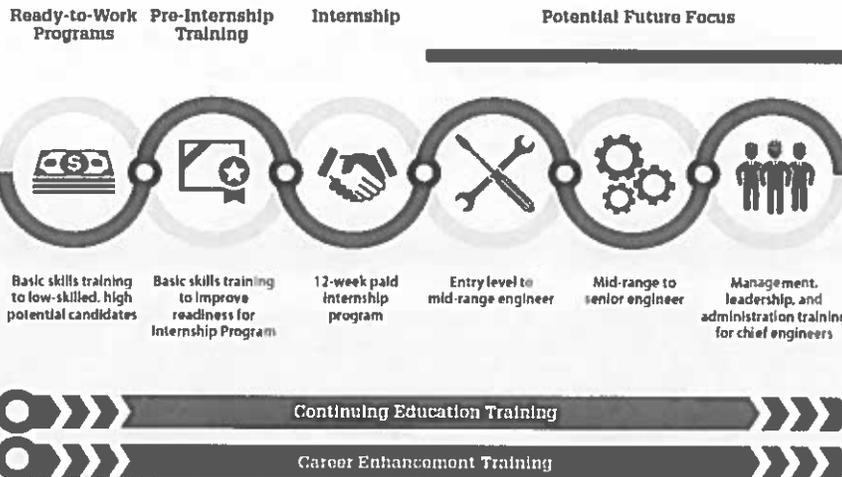
aobafoundation.org



3

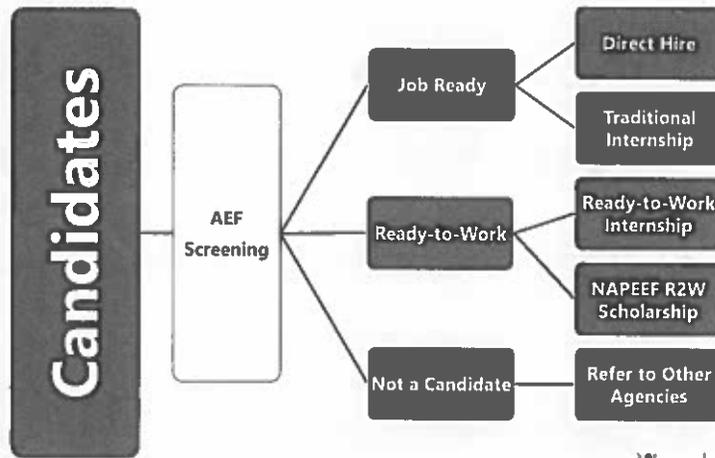


THE TRAINING CONTINUUM



4

CANDIDATE PATHWAYS



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5

CANDIDATE SCREENING

- **Candidate Portfolio**
 - Standardized Resume
 - Interview Skills Development
 - Candidate Evaluation
 - Cognitive
 - Mechanical Aptitude
 - Personality (Culture Fit)
 - Candidate Video
- **Applicant Management System**
 - All information accessible to internship sponsors and employers

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6

2019 COMMERCIAL INTERNSHIP PROGRAM AT A GLANCE

25 Interns	2 NAPEEF Courses Included	12 Week Program
\$15 Hourly Pay Rate	\$1,500 Internship Fee to AEF	\$7,200 Payroll Cost <i>(\$15 x 40 hours x 12 weeks)</i>

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7

INTERNSHIP PROGRAM

HOW THIS WORKS:

- Screening
- Sponsor interviews
- 12-week summer Internship Program
- Constant feedback all around
- Graduation ceremony
- Opportunity to hire full-time

8

JOB OUTLOOK | METRO DC

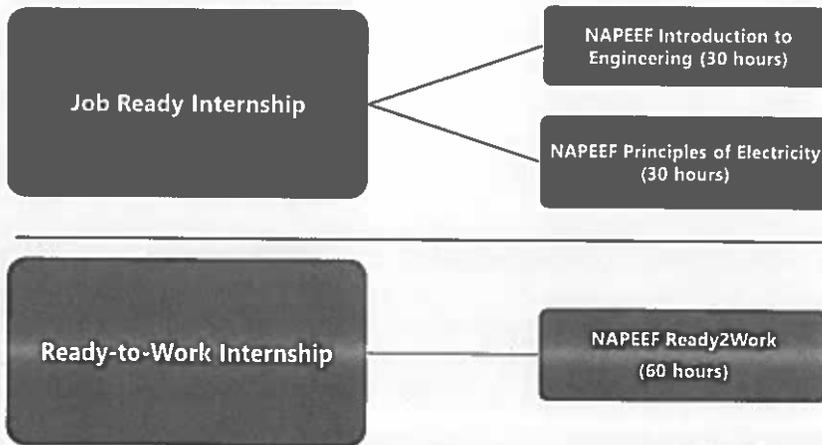
(AS OF AUGUST 8, 2019)

Field	Companies Surveyed	Open Positions			Total
		Entry Level	Mid-Range	Senior	
Commercial PM	18	21	47	0	68
Multi-family PM	31	57	49	0	108
Skilled Trades Vendors	28	12	21	8	41
Totals		90	137	8	215

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INTERNSHIP EDUCATION | COMMERCIAL

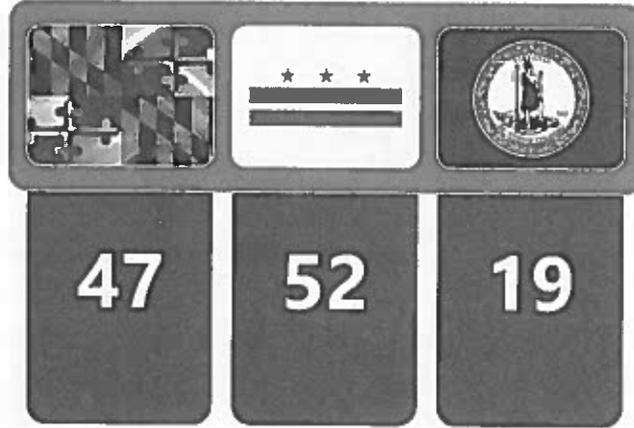


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CANDIDATE PROFILE

(ALL APPLICANTS)



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[n = 118]



11

HOW REFERRED

(NUMBERS REPRESENT DC | MD | VA)



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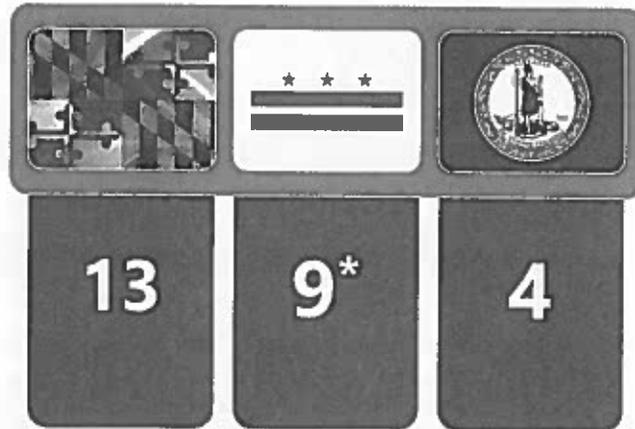
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12

CANDIDATE PROFILE

(SELECTED FOR INTERNSHIP)



*1 did not complete employer's background check

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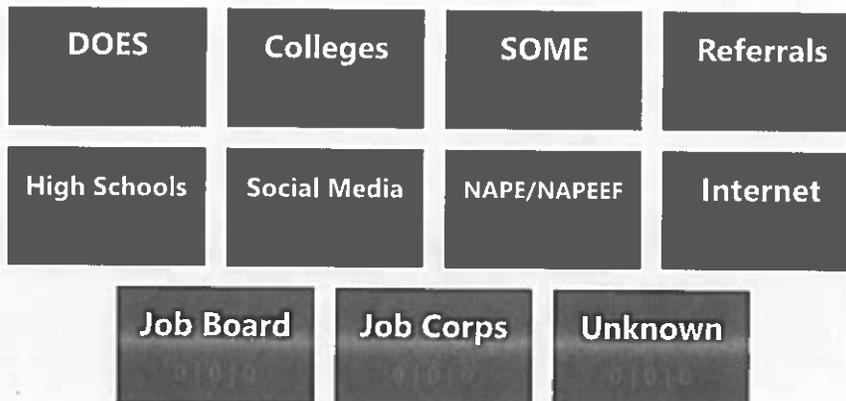
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13

SELECTED CANDIDATES

(NUMBERS REPRESENT DC | MD | VA)



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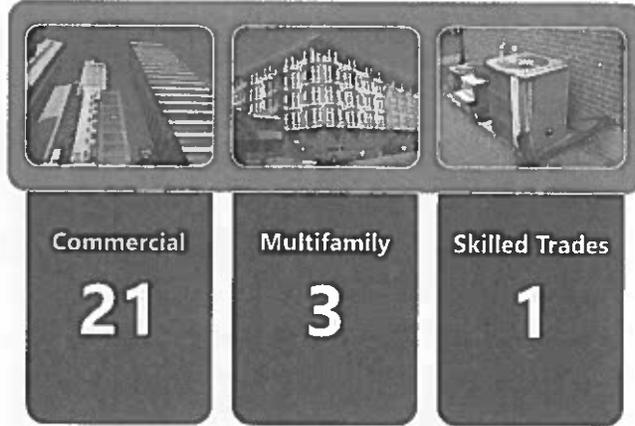
[n = 25]



14

INTERNSHIP SPONSOR PROFILE

(2019 SUMMER INTERNSHIP PROGRAM)



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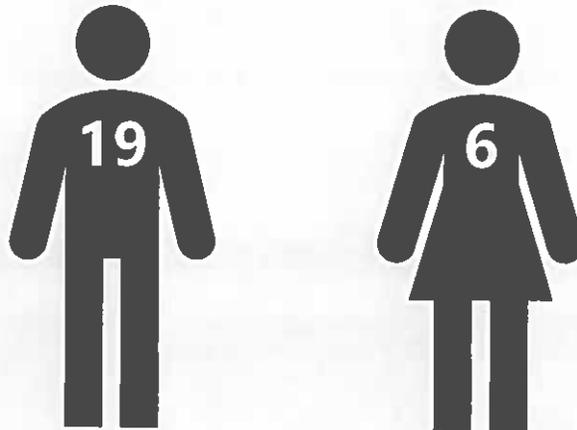
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15

GENDER DISTRIBUTION

(2019 SUMMER INTERNSHIP PROGRAM)



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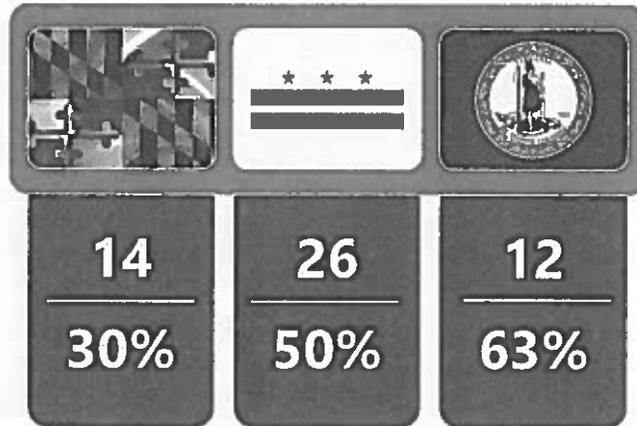
[n = 25]



16

DROPPED CANDIDATES

(DID NOT COMPLETE SCREENING)



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[n = 52]



17

2019 INTERNSHIP SPONSORS

MRP	COPT	Blake	Monday
Borger	Polinger	Tishman Speyer	LPC
Van Metre	WC Smith	Stonebridge	Akridge
JLL	Boston Properties	Quality Air Conditioning	Stream

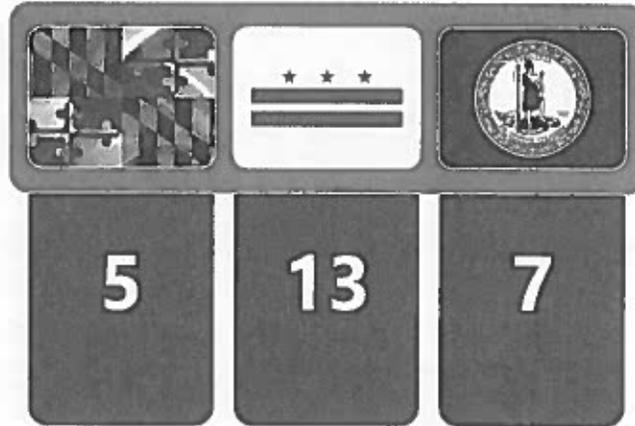
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18

INTERNSHIP LOCATION

(2019 SUMMER INTERNSHIP PROGRAM)



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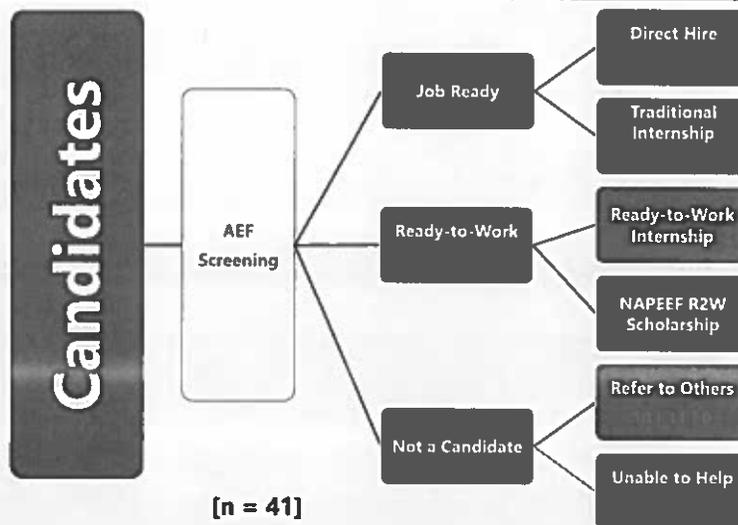
[n = 25]



19

CANDIDATE PATHWAYS

(REMAINING CANDIDATES – DC | MD | VA)



[n = 41]

20

REFERRED TO OTHER PROGRAMS

(REFERRED CANDIDATES – DC | MD | VA)

DC BID

Shelters to
Shutters

NAA/Grads of Life

Future Internship

[n = 26]

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AOBA Educational Foundation Tentative Cohort-Based Training Schedule

Revised: June 3, 2019

Event	Date	Hours	Location	Job Ready/Traditional Internship
Internship Begins	Monday, June 3, 2019		Job site	Interns report to their employer for orientation/familiarization
	Tuesday, June 4, 2019		Job site	Interns report to their employer for orientation/familiarization
	Wednesday, June 5, 2019		Job site	Interns report to their employer for orientation/familiarization
Internship Cohort Session	Thursday, June 6, 2019	8:00 AM - 4:00 PM	Homer Building 601 13th Street, NW 2nd Floor	Internship Kick Off Welcome Expectations Schedule Safety Briefing Tenacity (Chapters: 2 (during 8 AM session) and 3 (during 9 AM session))
Internship Cohort Session	Friday, June 7, 2019	8:00 AM - 4:00 PM	Cambridge Apartments 1221 Massachusetts Avenue, NW Lower Level	Team Building Tenacity (Chapters: 4, 5, 6, 7, 9, 15, and 17)
Internship Cohort Session	Wednesday, June 12, 2019	8:00 AM - 4:00 PM	BOMA 1101 15th Street, NW 8th Floor	NAPEEF Introduction to Engineering Day 1
AOBA Engineering Awards	Thursday, June 13, 2019	5:30 PM - 8:30 PM	Fairmont Hotel 2401 M Street, NW	Check with your employer about attending with your company!
Internship Cohort Session	Wednesday, June 19, 2019	8:00 AM - 4:00 PM	BOMA 1101 15th Street, NW 8th Floor	NAPEEF Introduction to Engineering Day 2
Bi-Weekly Evaluation	Friday, June 21, 2019			Bi-Weekly Evaluation Due
Internship Cohort Session	Wednesday, June 26, 2019	8:00 AM - 4:00 PM	BOMA 1101 15th Street, NW 8th Floor	NAPEEF Introduction to Engineering Day 3
Internship Cohort Session	Wednesday, July 3, 2019			No Class - Happy 4th of July
Bi-Weekly Evaluation	Monday, July 8, 2019			Bi-Weekly Evaluation Due
Internship Cohort Session	Wednesday, July 10, 2019	8:00 AM - 4:00 PM	BOMA 1101 15th Street, NW 8th Floor	NAPEEF Introduction to Engineering Day 4
Internship Cohort Session	Wednesday, July 17, 2019	8:00 AM - 4:00 PM	BOMA 1101 15th Street, NW 8th Floor	NAPEEF Introduction to Engineering Day 5 Final Exam
Bi-Weekly Evaluation	Friday, July 19, 2019			Mid-internship lunch/debriefing for interns/staff
Bi-Weekly Evaluation	Friday, July 19, 2019			Bi-Weekly Evaluation Due
Internship Cohort Session	Wednesday, July 24, 2019	8:00 AM - 4:00 PM	MRP 1501 M Street, NW Conference Center	NAPEEF Principles of Electricity Day 1
Internship Cohort Session	Wednesday, July 31, 2019	8:00 AM - 4:00 PM	MRP 1501 M Street, NW Conference Center	NAPEEF Principles of Electricity Day 2
Bi-Weekly Evaluation	Friday, August 2, 2019			Bi-Weekly Evaluation Due
Internship Cohort Session	Wednesday, August 7, 2019	8:00 AM - 4:00 PM	MRP 1501 M Street, NW Conference Center	NAPEEF Principles of Electricity Day 3
Internship Cohort Session	Wednesday, August 14, 2019	8:00 AM - 4:00 PM	MRP 1501 M Street, NW Conference Center	NAPEEF Principles of Electricity Day 4
Bi-Weekly Evaluation	Friday, August 16, 2019			Bi-Weekly Evaluation Due
Internship Cohort Session	Wednesday, August 21, 2019	8:00 AM - 4:00 PM	MRP 1501 M Street, NW Conference Center	NAPEEF Principles of Electricity Day 5 Final Exam
Final Evaluation	Thursday, August 22, 2019			Final Evaluation Due
Graduation	Friday, August 23, 2019	8:00 AM - 11:30 AM	1812 North Moore Street Arlington, VA	Graduation Day Debriefing Graduation Ceremony (Bring your family!) Signing Day
Debriefing	Tuesday, September 10, 2019	9 AM - 11 AM	TBD	Follow Up/Debriefing Meeting with AEF Staff + Internship Sponsors and Supervisors

APPENDIX 4 | STUDENT ROSTER

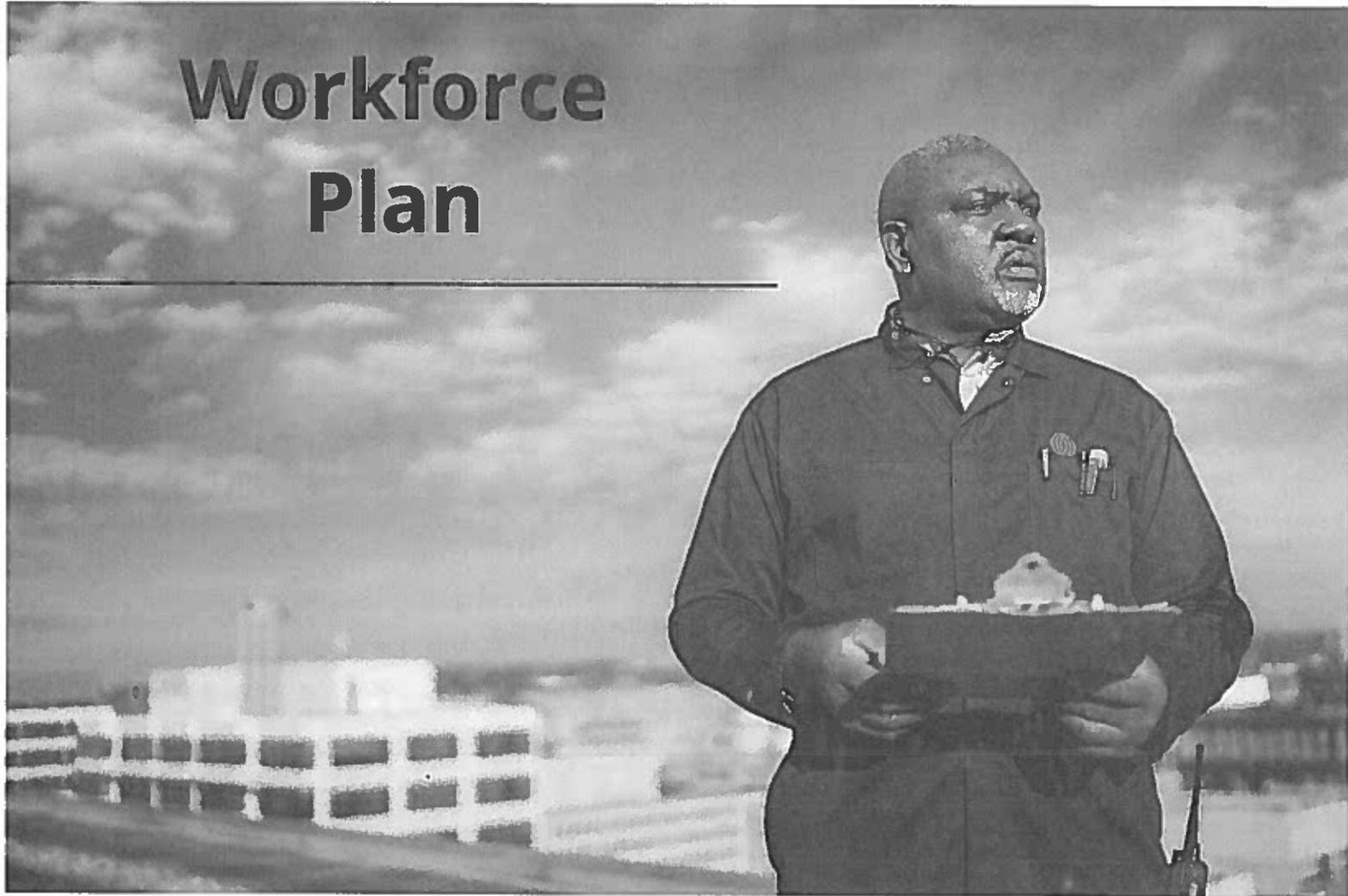
Atabong, Emile	MRP Real Estate Services
Ballard, Nelson	Stonebridge Management
Bell, Kaylin	Corporate Office Properties Trust
Brooks, Lovell	Blake Real Estate, Inc.
Brown, Kayla	Blake Real Estate, Inc.
Dengiso, Tewodros	Polinger Company
Fuentes Molina, Alexa	Akridge
Gloster, Alonzo	Borger Management, Inc.
Greene, Shawn	Borger Management, Inc.
Hines, Cleo	Polinger Company
Interiano, Jose	Van Metre Companies
Jiru, Ermias	MRP Real Estate Services
Konan, Kouame	MRP Real Estate Services
Lindsey, Adrian	Lincoln Property Company
Mendoza, Brandon	Stream Realty
Mills, Lamonte	Monday Properties
Perry, Diamante	Tishman Speyer
Pierre, Benajah	Quality Air Services, LLC
Piratova, Kevin	Corporate Office Properties Trust
Porter, Shawn	Boston Properties
Taylor, Quinton	WC Smith & Co., Inc.
Thomas, Delonte	Monday Properties
Thomas, Lakisha	MRP Real Estate Services
White, Alexis	JLL
Williams, Marcus	Corporate Office Properties Trust

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Workforce Plan



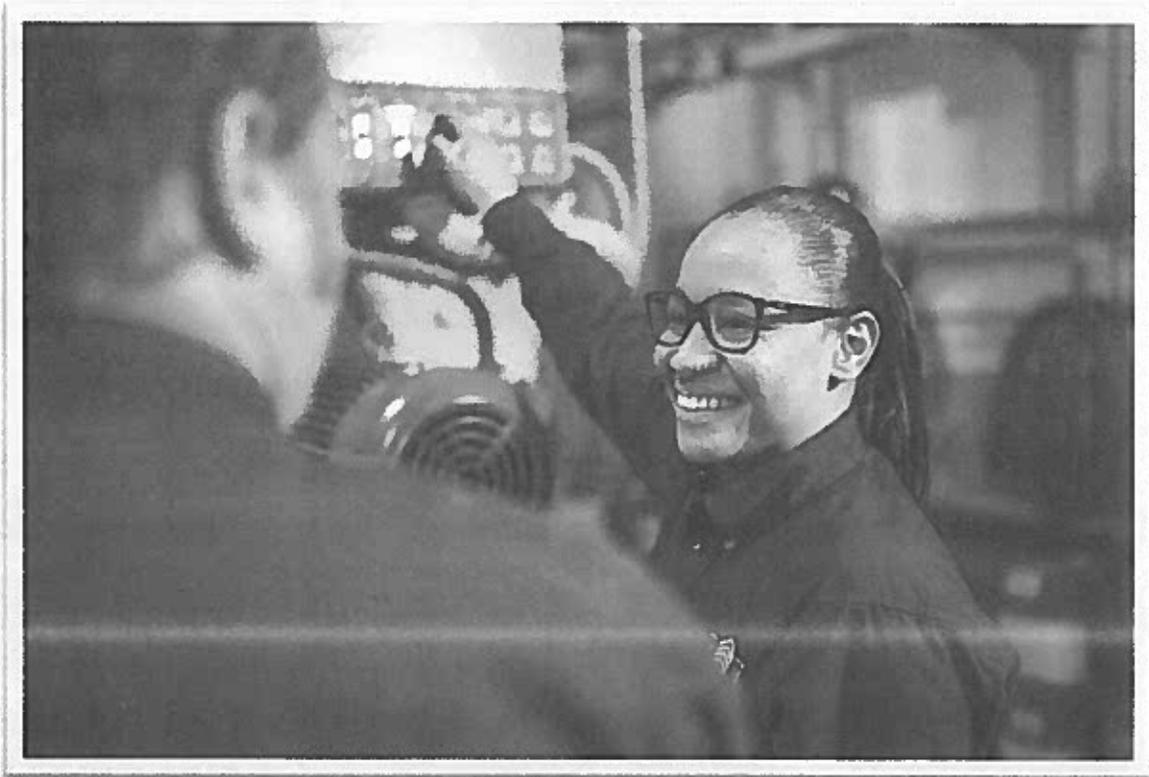
EDUCATIONAL
FOUNDATION

OUR MISSION

The AOBA Educational Foundation exists to address a talent crisis in the commercial real estate industry by focusing on the critical need to promote careers in commercial building operations, engineering, and maintenance.

We connect job seekers, training centers, workforce development programs, and employers – all to help companies recruit, develop, train, and retain the next generation of skilled tradespeople in the Metro DC region.

Our work provides long-term, tangible economic benefits and a workforce development pathway to stable, lucrative careers.



APPLICANT PROFILE

Organization: AOBA Educational Foundation
1025 Connecticut Avenue, NW | Suite 1005
Washington, DC 20036

Type of Organization: 501(c)(3) non-profit organization

Program Service Area: Job Placement



APPLICATION SUMMARY

The AOBA Educational Foundation (AEF), a 501(c)(3) non-profit organization, was created to address the talent crisis in the commercial real estate industry by focusing on the critical need to promote careers in building operations, engineering, and maintenance.

Our mission (shown on a previous page) was designed with the specific intent to “create a fully integrated, comprehensive workforce development system that effectively meets job seeker and business needs.”

High Demand Occupations

Recruiting, training, and retaining building engineers is widely believed to be one of the most significant challenges facing our industry. The U.S. Bureau of Labor Statistics projects the number of employees needed to support the building operations industry sector will grow much faster than the average for all occupations. Making matters worse, Baby Boomers reaching retirement age by 2025 comprise the largest segment of the current talent pool. The ensuing talent drain as experienced employees retire, coupled with increased competition for skilled laborers and a societal discouragement that dissuades the next generation from pursuing skilled labor careers, is expected to exacerbate the talent gap. It is truly a “talent crisis.”

Summer Internship Program

The Foundation is working to expand our existing work to help job seekers explore this career path through our Summer Internship Program.

Ours is not a “one size fits all” solution to this multi-faceted dilemma. Instead, we have intentionally created multiple pathways to employment. Our focus is on the end goal – obtaining full-time, unsubsidized employment for job seekers who are interested in this career path. As such, we are prepared to carefully evaluate each candidate’s skills and job readiness, and we intend to offer all candidates one of these pathways to building operations careers:

- **Direct Hire**

- This pathway is available to a select few candidates who, through a combination of education and work experience, are “job ready” now. These candidates will be placed in full-time jobs with employers at the start of the internship (as opposed to at the end of the internship). (Only the very best qualified candidates will meet the requirements for this pathway.) They will participate in all aspects of the internship program: they will gain valuable on-the-job training while working side-by-side with experienced building operations employees – and they will attend weekly, cohort-based training in building system operations. (Candidates will be placed with commercial real estate, residential/multifamily real estate, and skilled trades companies [HVAC, plumbing, and electrical].)
- These candidates are not technically “interns” (because they are full-time employees), but they will participate in all aspects of the internship as if they were “interns.”
- During the cohort-based training sessions, these candidates will receive training based upon their career path:
 - **Commercial Building Operations:** Two higher-level building operations courses through the National Association of Power Engineers Educational Foundation (NAPEEF) – Introduction to Engineering (30 hours) and Principles of Electricity (30 hours).
 - **Residential Maintenance:** The National Apartment Association’s (NAA) Certified Apartment Maintenance Technician (CAMT) – an industry-recognized certification (80 hours).

- **Job Ready Internship**

- This pathway is available to candidates who are “job ready” and who, through a combination of education and experience, are best placed in our traditional 12-week internship program. They will gain valuable on-the-job training while

working side-by-side with experienced building operations employees – and they will attend weekly, cohort-based training in building system operations.

- During the cohort-based training sessions, these candidates will receive training based upon their career path:
 - **Commercial Building Operations:** Two higher-level building operations courses through the National Association of Power Engineers Educational Foundation (NAPEEF) – Introduction to Engineering (30 hours) and Principles of Electricity (30 hours).
 - **Residential Maintenance:** The National Apartment Association’s (NAA) Certified Apartment Maintenance Technician (CAMT) – an industry-recognized certification (80 hours).
- At the end of the summer, we will help to connect these interns with employers (commercial real estate, residential/multifamily real estate, and skilled trades companies [HVAC, plumbing, and electrical]) to pursue full-time, unsubsidized jobs.

- **Ready-to-Work Internship**

- This pathway is available to opportunity job seekers who are not yet “job ready” – but who have potential to be successful in this career path. They will attend the same 12-week internship program as the job ready candidates described above, and they will gain valuable on-the-job training while working side-by-side with experienced building operations employees. They will also attend weekly, cohort-based training in basic building systems operations.
- We expect many of these interns to work with janitorial service providers (as day porters or engineer’s helpers) and as helpers in the skilled trades (HVAC, plumbing, electrical, etc.) – all of which offer a pathway to maintenance technician careers when the candidates have more education and experience. We will continue to remain in contact with these candidates to help them enter building operations positions – perhaps next year.
- These candidates will receive one entry-level building operations course through the National Association of Power Engineers Educational Foundation (NAPEEF) – Ready2Work (60 hours) or equivalent.
- The Foundation has scholarship funds available to support the continuing education (post internship) for these individuals.
- At the end of the summer, we will help to connect these interns with employers (commercial real estate, residential/multifamily real estate, and skilled trades companies [HVAC, plumbing, and electrical]) for full-time, unsubsidized jobs.

- **Referral to Other Agencies**

- It is entirely possible we will not be able to serve all the candidates who apply for our internship program. We will make every effort to refer remaining candidates to other agencies (like SOME's Center for Employment Training) – and we anticipate that, with further training and development, some of those job seekers might be candidates for our 2020 internship offerings.

After sorting candidates into these pathways at the end of our application process, we intend to use the funds from this grant to support job seekers who have an interest in pursuing this career path. Through our efforts, we intend to help candidates gain access to lucrative, high-demand careers in building operations and the skilled trades. Our comprehensive, multi-faceted solution fully integrates training, support services, and employers in a seamless effort that leads to long-term, unsubsidized employment.

It is important to highlight that our program includes the direct involvement of various constituencies – including job seekers, employers, education providers, and funding sources – and that the Foundation is in the unique position to connect these partners in a meaningful way that will deliver tangible results.

PROGRAM NARRATIVE

ORGANIZATION PROFILE

Our Mission

The AOBA Educational Foundation (AEF), a 501(c)(3) non-profit organization, was created to address the talent crisis in the commercial real estate industry by focusing on the critical need to promote careers in building operations, engineering, and maintenance. For years, commercial property managers have been challenged to recruit, hire, and retain the next generation of building operations employees. In response to this pressing need, the AEF was formed as a vehicle to create a comprehensive, regional solution to what many refer to as “the engineering talent crisis.” Although our primary mission is focused on commercial real estate careers, we are also taking steps to provide services that support multifamily property management, commercial janitorial services, and skilled trades (HVAC, electrical, and plumbing) careers as well.

What Will We Do? How Will We Do It?

Through our Summer Internship Program, the AOBA Educational Foundation will:

- **Work to successfully place participants in unsubsidized jobs**
 - While we cannot guarantee that each participant will be hired in full-time, unsubsidized jobs at the end of the program, the intent of the Summer Internship Program is to help employers evaluate candidate over the 12-week duration – and to then offer employment to qualified candidates for full-time positions.
 - In order to achieve this objective, our Workforce Development Team will be working to connect high performing interns with employers who have open positions.
 - The intern has responsibility to prepare himself/herself for employment, and hiring is predicated on the intern’s academic and work-related performance during the internship program.

- **Track placement and retention**
 - Our workforce development team will work with internship graduates for at least 12 months following the completion of the internship program and will track various performance metrics including placement and retention statistics.

In addition, we would like to highlight how our Summer Internship Program is unique:

- **Innovative Programming:** We are the only workforce development program in Metro DC (and perhaps in the US) that connects all the constituencies – job seekers, employers, education providers, and funding sources – the way we do. As a summary, we would like to highlight the following aspects of the program that are noteworthy:
 - We intend to serve at least 20 DC residents as part of this internship cohort.
 - We intend to measure our performance based upon several criteria – including the number of graduates who move on to full-time, unsubsidized careers.
 - We intend to provide support services (as needed) to the interns, to help prepare them for careers in building operations.
 - Through a combination of cohort-based, in classroom training sessions, on the job training (working side-by-side with experienced building operations employees), and additional support services (as needed) throughout the program, the AOBA Educational Foundation's internship program is designed to ensure the intern has every opportunity to be successful – not only in the program itself, but also in starting a full-time job in this career field at the end of the experience.
 - Candidates are accepted into the internship program after completing a competitive application process. In addition to a resume review, a telephone interview, and an in-person interview, candidates who make it through the process will complete three assessments (cognitive ability, mechanical aptitude, and personality) that are administered as part of an assessment center by a nationally-recognized evaluation company. Further, the assessment center employees will also interpret the data and provide the appropriate reports to assist the selection team in measuring the readiness of each candidate to participate in the internship program. Based on the results of that evaluation, we believe we will be able to create a comprehensive picture of each candidate's readiness to enter the program – as well as a reasonable understanding of the support services each candidate will likely need in order to be successful.
 - Formal, classroom-based training sessions will be scheduled throughout the 12-week internship program – in the form of a single, cohort-based training day each week. Further, our experience has shown that many of the employees who enter the work force with this level of inexperience require rudimentary job readiness training. For this reason, in terms of our classroom curriculum, we deliberately developed the program that includes these courses:
 - Job skills and job readiness training
 - Targeted, classroom-based skills training courses

- Hands on, laboratory-based skills development training to help candidates build their basic tool and troubleshooting skills.
 - We have created a comprehensive performance measurement plan to evaluate our work against various benchmarks.
 - To streamline the process for interns – and to remove these potential hurdles to completing the internship program – we are prepared to offer additional “support services” that are detailed elsewhere in this document.
 - Employers have participated in all aspects of our program – from the earliest days when the Engineering Talent Task Force was given the responsibility to analyze the problem and develop strategic solutions.
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- **In-Demand Jobs That Lead to Self-Sufficiency:** Building operations careers are in demand – and lead to self-sufficiency at lucrative salaries.
 - Recruiting, training, and retaining building engineers is widely believed to be one of the most significant challenges facing our industry.
 - The U.S. Bureau of Labor Statistics projects the number of employees needed to support the building operations industry sector will grow much faster than the average for all occupations. In addition, the construction of Amazon’s HQ2 in the Capitol Waterfront area will dramatically stretch the pool for skilled building operators and the tradespeople – and this need is right on our doorstep.
 - Making matters worse, Baby Boomers reaching retirement age by 2025 comprise the largest segment of the current talent pool – an estimated 40% of building operations employees in Metro DC.
 - The ensuing talent drain as experienced employees retire, coupled with increased competition for skilled laborers and a societal discouragement that dissuades the next generation from pursuing skilled labor careers, is expected to exacerbate the talent gap. It is truly a “talent crisis.”
 - A college degree is not required to have full access to this career path – from entry-level to senior leadership. Through a combination of on-the-job training and targeted educational opportunities – all of which are provided by employers at no cost to the employee – there is no limit to advancement.
 - Based upon a salary survey commissioned by the Apartment and Office Building Association of Metropolitan DC (AOBA) in 2018, wages for building operators are lucrative:

Title	Average Base Salary	Average Bonus	Average Total Compensation
Director of Engineering	\$139,513	\$27,333	\$166,516
Chief Engineer	\$92,680	\$7,490	\$100,160 + overtime
Operating Engineer	\$70,356	\$4,116	\$74,472 + overtime
Maintenance Supervisor (Residential)	\$65,399	\$2,963	\$68,362
Maintenance Technician	\$48,292	\$2,190	\$50,482 + overtime
Porter	\$30,053	\$902	\$30,955 + overtime

PARTICIPANT PROFILE

Number of Participants

We expect to serve at least twenty (20) DC residents – using funds from this grant – between the time of the award and September 30, 2019.

Workforce Training

The goal is for each of our interns to be hired as entry-level employees immediately after completing the internship program – ideally with the sponsor company that supported their internship. We measure success by one metric: Did the internship graduate get hired?

Support Services

Based upon our experience from the 2018 internship program, we have identified the need to provide supportive services to help some of our interns achieve success. (We also refer to these services as “wrap around” services.) We agree that there is a need for entities like the AOBA Foundation to remove barriers to recruitment, program completion, and employment.

Our team includes a Workforce Development Manager, Shara Kurcz, and an Internship Program Manager, Maia Krapcho, who oversee this aspect of our program. In their roles, Shara, Maia, and our team provide the following supportive services before, during, and after the internship program:

- **During the Internship Selection Process**
 - Resume-writing assistance
 - Interview preparation training

- **During the Internship**
 - Weekly, cohort-based classroom training to improve their knowledge of building systems as well as “soft skills” training in customer service, workplace expectations, and job readiness
 - Weekly performance evaluations by the intern’s supervisor
 - Weekly check-ins by the Workforce Development Manager to ensure the internship is going well for the intern and his/her supervisor
 - Resume-writing assistance
 - Interview preparation training
 - Job search assistance

- **After the Internship**
 - Resume-writing assistance
 - Interview preparation training
 - Job search assistance
 - Candidate tracking

Providing Quality Service

We have worked diligently to design and implement an internship program that will become a model for other organization who are mission-driven to “solve” this “talent crisis.” As a result, our focus has been to develop a high-quality program that delivers value for all

constituencies – interns, employers, educational providers, and government agencies as examples.

Experience Working with this Population

As a precursor to our 2019 Summer Internship Program – and as a test of the concept – the AEF conducted a “beta test” last summer of a comprehensive internship program to help the industry identify, train, and hire entry-level building operations employees.

The first eight-week paid internship program provided structured, full-time employment (at a wage of \$15 per hour) during the summer of 2018. Eight commercial property management companies hosted 10 interns (who were selected based on a competitive application process) to work alongside experienced building engineers at office buildings in Washington, DC, Northern Virginia, and suburban Maryland. Internship sponsors provided interns with hands-on training, supervision, and routine performance evaluations, and the AEF monitored the internship program throughout the summer, obtained feedback from sponsors and students to assess the pilot program, and held a formal evaluation session in September 2018 to identify possible modifications for future program cohorts.

The 2019 Summer Internship Program is an extension of this beta test – and a dramatic expansion of our offering:

- 12-weeks duration (up from eight weeks)
- Significantly increased outreach to improve the candidate pool
- Significantly better candidate screening
- More than double the number of internship opportunities
- More robust and educationally-sound educational content

PROGRAM DESCRIPTION

Program Delivery

The AOBA Educational Foundation has created an internship program that links all the different “players” (employers, job seekers, funding sources, and educational partners) who, when their efforts are aligned, can effectively address barriers to employment.

Through a combination of cohort-based, in classroom training sessions, on the job training (working side-by-side with experienced building operations employees), and additional support services (as needed) throughout the program, the AOBA Educational Foundation’s internship program is designed to ensure the intern has every opportunity to be successful – not only in the program itself, but also in starting a full-time job in this career field at the end of the experience.

Candidates are accepted into the internship program after completing a competitive application process. In addition to a resume review, a telephone interview, and an in-person interview, candidates who make it through the process will complete three assessments (cognitive ability, mechanical aptitude, and personality) that are administered as part of an assessment center by a nationally-recognized evaluation company. Further, the assessment center interprets the data and provides the appropriate reports to assist the selection team in measuring the readiness of each candidate to participate in the internship program. Based on the results of that evaluation, we believe we will be able to create a comprehensive picture of each candidate’s readiness to enter the program – as well as a reasonable understanding of the support services each candidate will likely need in order to be successful.

Formal, classroom-based training sessions will be scheduled throughout the 12-week internship program. Further, our experience has shown that many of the employees who enter the work force with this level of inexperience require rudimentary job readiness training. For this reason, in terms of our classroom curriculum, we deliberately developed the program that includes these courses:

1. Job skills and job readiness training (using the DC Public School System’s “Tenacity” training curriculum (or equivalent) – described further in Addendum 7 – as well as several additional topics that are unique to commercial real estate management).
2. Job-specific training courses to build technical skills (more fully described in Addendum 8):
 - i. **Commercial Building Operations:** Two higher-level building operations courses through the National Association of Power Engineers Educational Foundation (NAPEEF) – Introduction to Engineering (30 hours) and Principles of Electricity (30 hours).
 - ii. **Residential Maintenance:** The National Apartment Association’s (NAA) Certified Apartment Maintenance Technician (CAMT) – an industry-recognized certification (80 hours).
3. In addition, hands on, laboratory-based skills development training to help candidates build their basic tool and troubleshooting skills.

Performance Metrics and Evaluation Plan

“That which is not measured cannot be managed.”

This quote, often (and perhaps incorrectly) attributed to management guru Peter Drucker, highlights the importance we place on using performance metrics to evaluate our success. We use Key Performance Indicators (KPIs) to track our performance against proposed standards of success.

Supporting Job Seekers and Interns

In addition, we learned from our experience with last year's internship program how important it is to provide a more granular level of support than we originally anticipated. To streamline the process for interns – and to remove these potential hurdles to completing the internship program – we are prepared to offer additional “support services” that are detailed elsewhere in this document.

Our Workforce Development team will work with job seekers to determine what support services they need, and the team will be responsible to proactively make these services available to each intern as needed. Once again, our support services are focused on removing barriers to recruitment, program completion, and (ultimately) employment for each intern on an individualized basis.

Employers Have Been Involved from Day One

Employers have participated in all aspects of our program – from the earliest days when the Engineering Talent Task Force was given the responsibility to analyze the problem and develop strategic solutions.

It is important to highlight the fact that, in addition to sharing information with employers, the Foundation is actively focused on sharing information between and among all the various constituencies – including employers, job seekers, and educational providers – that have a stake in solving this workforce challenge. We see our role as a “connector” or “aggregator” with the unique position in the marketplace to bring these various groups together. In doing so, we can do our part to “change the world” – or at least our very small part of it.

We have carefully created our programs so there is a bit of “give” and “take” from each entity. The real beauty of our approach to this workforce development challenge is that each constituency benefits from our involvement – we are stronger together than separately.



Workforce Plan

Leveraging our strong relationships with the major employers in building operations and skilled trades, the AOBA Educational Foundation has identified the industry's needs in terms of entry-level building operations employees. Recognizing that market conditions are ever-changing, and that information gained in the past becomes less valuable as time progresses, we have adopted a model to request, interpret, and respond to constant feedback from employers, interns, job seekers, and educational programs. We use that feedback to continuously refine our programs to ensure they align well with the needs of the marketplace. We maintain constant, real time communication (often in the form of industry-specific "Listening Sessions") with employers – both to gain additional information and to further "test" our programs to ensure we are meeting the demands of the industry.

Since our primary objective is to connect job seekers with stable, lucrative jobs in this career path (and not "just" to create a standalone internship program that provides training without a direct connection to jobs), we believe it is critical for our organization to match the number of participants in our program to the market-based needs of employers. During our Listening Sessions, we had "captive audiences" and used the time to gauge the number of entry-level positions that will be available in the marketplace in 2019. We will scale the size of our internship program to align with the marketplace. We intend to closely match the number of interns in the internship program with the hiring needs of the employers. Since our measurement of success is full-time employment, a central focus of the internship program is on

ensuring full employment of the interns at the end of the program – and not just generating a group of trained individuals who are not able to immediately secure a job in the industry.



Job Placement Objective

The ultimate outcome of our internship program is to secure full-time employment for all the interns who complete the program. Through careful screening of internship candidates, careful performance monitoring during the internship program, and the support services we detailed previously, we will do everything possible to ensure the interns successfully complete the program at the end of 12 weeks.

However, in many ways, intern success is predicated upon the intern's own individual performance. Interns who are terminated by their employer or who fail to master the cognitive, psychomotor, and/or affective learning objectives of the program – and thus do not complete the internship program – are typically ineligible for our job placement services at the end of the program.

Ideally, each intern who completes the program will be hired by his or her internship sponsor as a full-time employee at the end of the internship. (Our sponsors are highly motivated to hire interns. They sponsor interns because they are “always” searching opportunities to train and recruit new employees. They are fully committed to being part of the solution to this workforce development challenge through innovative programs like AEF's intern program.) In those cases where the internship sponsor does not offer a full-time job to “its” intern, our Workforce Development Team will work to connect interns who complete the program (and who have satisfactory recommendations from their internship sponsors) to other potential employers. We intend to have a job fair near the end of the program to connect internship graduates with employers who have open positions. In addition, and perhaps more importantly, the team will conduct direct outreach to hiring managers with whom she has built relationships. We believe the team's direct involvement to connect job seekers and employers is another benefit that sets our program apart from other workforce development opportunities.

Workforce Development

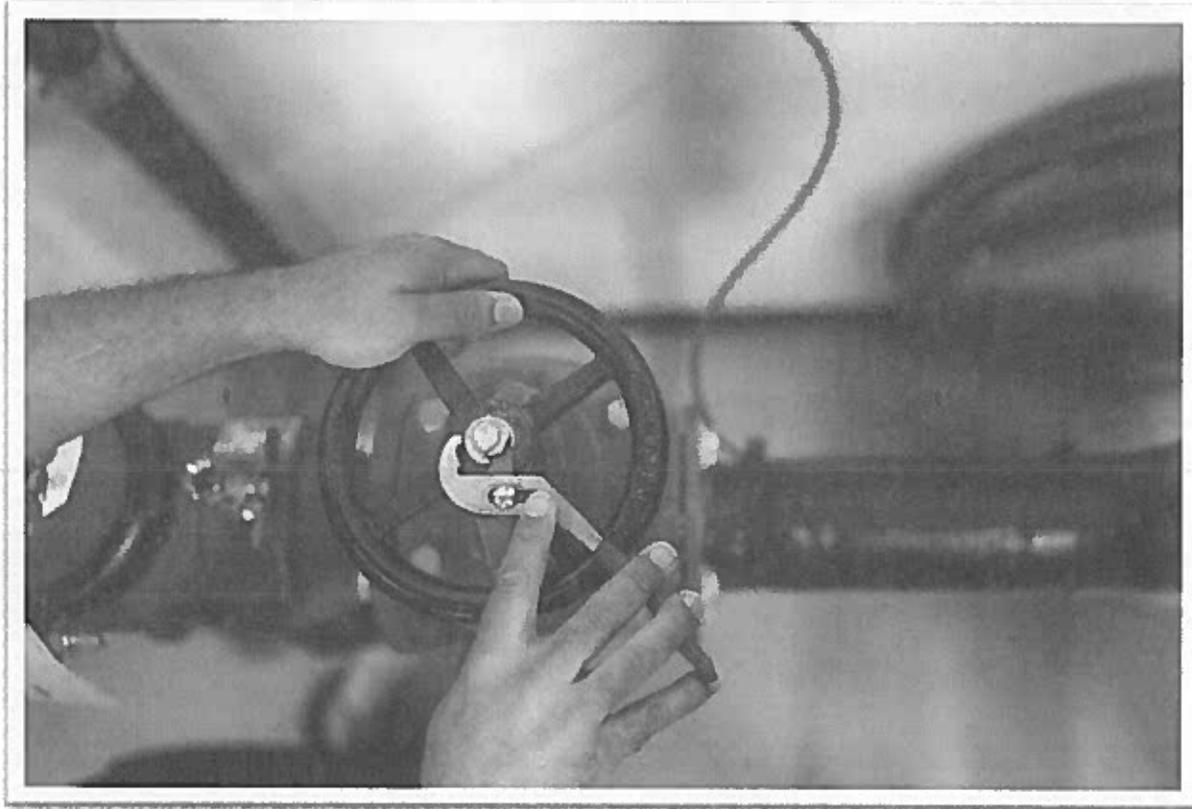
Our internship program is perhaps different from the other programs that are competing for this grant because, in the case of the AOBA Foundation, employers are connected to job

seekers from the very beginning of the internship. Rather than providing a discrete, stand-alone training program and then introducing program graduates to the marketplace for employment, in our program, employers are fully integrated – and fully committed to our success – right from the start. They helped us develop the various curricula we use to train the interns. They agreed to sponsor interns throughout the program. They committed to hiring qualified interns at the conclusion of the program in order to fill open positions within their organizations. And, they volunteered to serve as a resource by leveraging their relationships and contacts in the business to help other job seekers find positions in the industry.

Shara Kurcz, our Workforce Development Manager, is tasked with the responsibility to connect job seekers with employers. We envision her role as a “single point of contact” between job seekers and potential employers. When companies are looking to hire talent, we are conditioning them to call our Workforce Development Manager because she has access to the resumes of trained job seekers who are looking for full-time employment. Similarly, we want those job seekers – regardless of their position on their career path – to leverage Shara’s connections to employers as a best practice to help them get hired.

Interns who complete our internship program have access to our workforce development team throughout their career. In addition to connecting the internship graduates with potential employers for their first job in the industry, we will continue to offer support services – including resume writing, interview preparation support, and access to hiring managers – all to help connect job seekers with employers.

The primary focus of our internship program is to provide basic job skills needed to enter the building operations field in an entry-level position. Over time, we hope to offer additional training and support services that will help building operators at all stages of their careers – from



entry-level to engineering executives. Ideally, our work will positively impact building operations employees throughout their entire career.

EXHIBIT 6 | PERFORMANCE EVALUATIONS (TO-DATE)

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Q1 Evaluator: Enter Your Name

Answered: 139 Skipped: 0

#	RESPONSES	DATE
1	scott napolitano	9/10/2019 5:39 AM
2	scott napolitano	9/10/2019 5:35 AM
3	David Greenspun	9/4/2019 9:48 AM
4	Mike Reed	8/30/2019 5:30 AM
5	Craig Lemeshefsky	8/30/2019 5:22 AM
6	Karen Haughney	8/29/2019 12:32 PM
7	Mike Reed	8/22/2019 11:38 AM
8	Chris Shanahan	8/22/2019 9:33 AM
9	Enrique Flores- Brighton Village	8/21/2019 6:42 PM
10	Maia Krapcho	8/20/2019 6:40 AM
11	Keith Fautleroy	8/19/2019 7:39 AM
12	Sean Smith	8/19/2019 7:21 AM
13	David Greenspun	8/19/2019 4:19 AM
14	scott napolitano	8/17/2019 9:36 AM
15	scott napolitano	8/17/2019 9:32 AM
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17	Oliver Lastarria	8/16/2019 10:23 AM
18	Craig Lemeshefsky	8/16/2019 10:17 AM
19	Chris Shanahan	8/16/2019 9:51 AM
20	Kevin Cassidy	8/16/2019 9:41 AM
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23	Baker Tran	8/15/2019 10:35 AM
24	Baker Tran	8/15/2019 10:20 AM
25	Sasha Serpa	8/15/2019 10:07 AM
26	Nestor King	8/15/2019 9:55 AM
27	Scott Hargrove	8/15/2019 9:53 AM
28	Sasha Serpa	8/15/2019 9:49 AM
29	Oliver Lastarria	8/13/2019 10:45 AM
30	Mike Reed	8/13/2019 5:22 AM
31	Mike Reed	8/13/2019 4:34 AM
32	Nestor King	8/13/2019 1:28 AM
33	Vicki Griffith	8/12/2019 6:44 AM
34	Ricardo Castro	8/12/2019 6:34 AM
35	scott napolitano	8/12/2019 6:10 AM

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36	scott napolitano	8/12/2019 5:51 AM
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38	Eugene Shifflett	8/6/2019 10:33 AM
39	Sean Smith	8/6/2019 8:48 AM
40	thomas anderson	8/6/2019 2:23 AM
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42	Kevin Cassidy	8/5/2019 5:32 AM
43	Chris Shanahan	8/5/2019 4:48 AM
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51	Keith Fauntleroy	8/1/2019 11:47 AM
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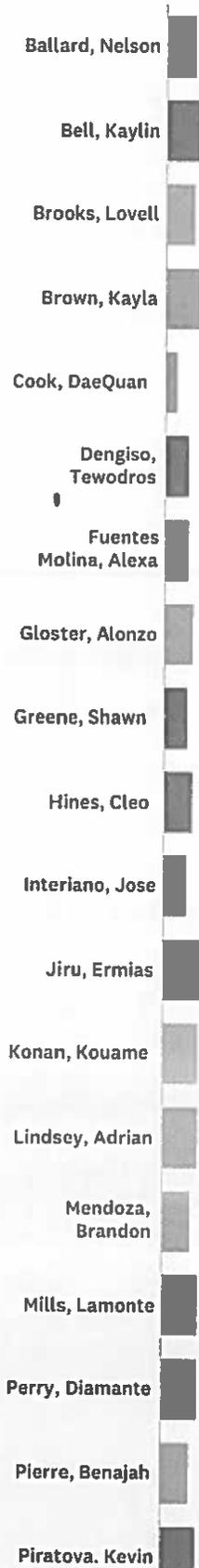
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93	sasha serpa	7/12/2019 9:09 AM
94	Keith Fauntleroy	7/12/2019 9:02 AM
95	Courtney Lambert	7/12/2019 8:35 AM
96	Courtney Lambert	7/12/2019 8:32 AM
97	Joe Baker	7/12/2019 8:18 AM
98	thomas anderson	7/12/2019 8:01 AM
99	Dave Greenspun	7/12/2019 8:00 AM
100	Scott Napolitano	7/12/2019 7:48 AM
101	Sean Smith	7/12/2019 7:45 AM
102	Chris Shanahan	7/9/2019 5:11 AM
103	Eric Holtzclaw	7/9/2019 2:37 AM
104	Ricardo Castro	7/3/2019 10:44 AM
105	Eugene Shifflett	6/28/2019 7:12 AM
106	Maia Krapcho	6/27/2019 7:45 AM
107	Courtney Lambert	6/26/2019 5:15 AM
108	Mike Reed	6/25/2019 6:33 AM
109	Daniel Mathis	6/25/2019 6:05 AM
110	Scott Napolitano	6/25/2019 5:55 AM
111	Keith Fauntleroy	6/25/2019 5:49 AM
112	thomas anderson	6/25/2019 5:28 AM
113	Joe Baker	6/24/2019 9:51 AM
114	Gerry Yun	6/24/2019 6:42 AM
115	Otto Medina	6/24/2019 1:22 AM
116	Miguel Medrano	6/23/2019 4:46 PM
117	Denise Hogan	6/23/2019 1:19 PM

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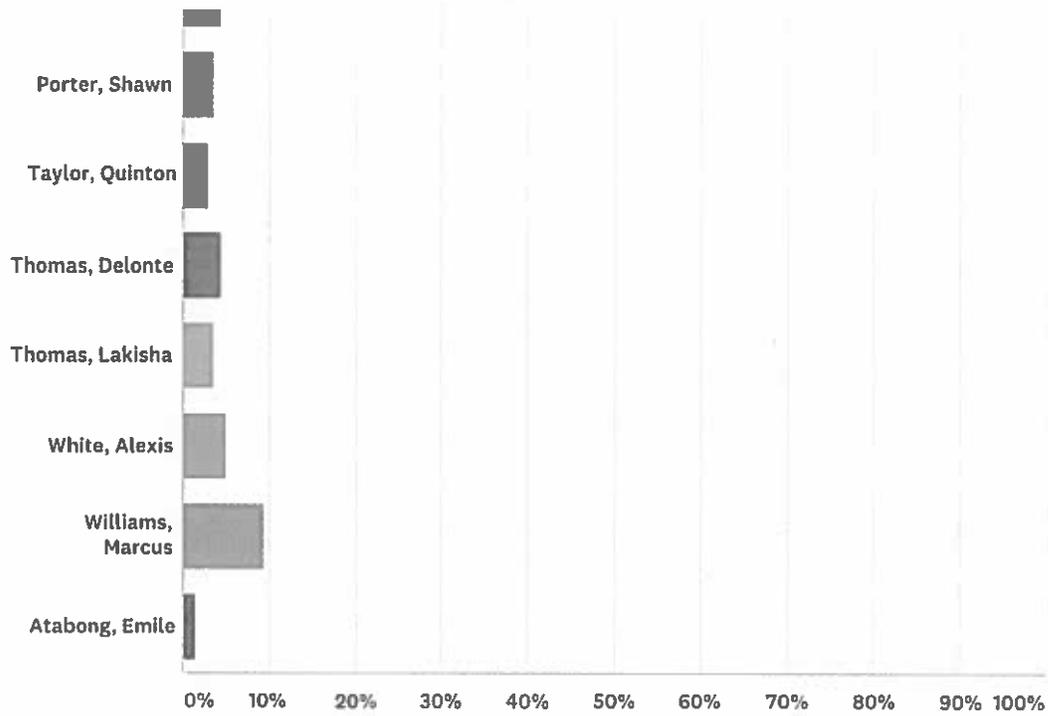
118	Richard wilson	6/22/2019 7:53 PM
119	Maia Krapcho	6/21/2019 1:56 PM
120	Oliver Lastarria	6/21/2019 1:49 PM
121	Maia Krapcho	6/21/2019 1:41 PM
122	Maia Krapcho	6/21/2019 1:26 PM
123	Baker Tran	6/21/2019 12:33 PM
124	Sasha Serpa	6/21/2019 12:13 PM
125	Nestor King	6/21/2019 7:43 AM
126	Dave Greenspun	6/21/2019 6:22 AM
127	Craig Lemeshefsky	6/21/2019 2:43 AM
128	Scott Hargrove	6/20/2019 11:32 AM
129	Chris Shanahan	6/20/2019 8:52 AM
130	Enrique Flores	6/19/2019 9:41 AM
131	Sean Smith	6/19/2019 7:23 AM
132	Maia Krapcho	6/19/2019 4:33 AM
133	Maia Krapcho	6/18/2019 1:06 PM
134	Maia Krapcho	6/18/2019 1:02 PM
135	Maia Krapcho	6/17/2019 10:48 AM
136	Maia Krapcho	6/12/2019 4:55 AM
137	Maia Krapcho	6/7/2019 4:12 PM
138	Maia Krapcho	6/7/2019 3:13 PM
139	Maia Krapcho	6/7/2019 7:12 AM

Q2 Select Intern's Name

Answered: 139 Skipped: 0



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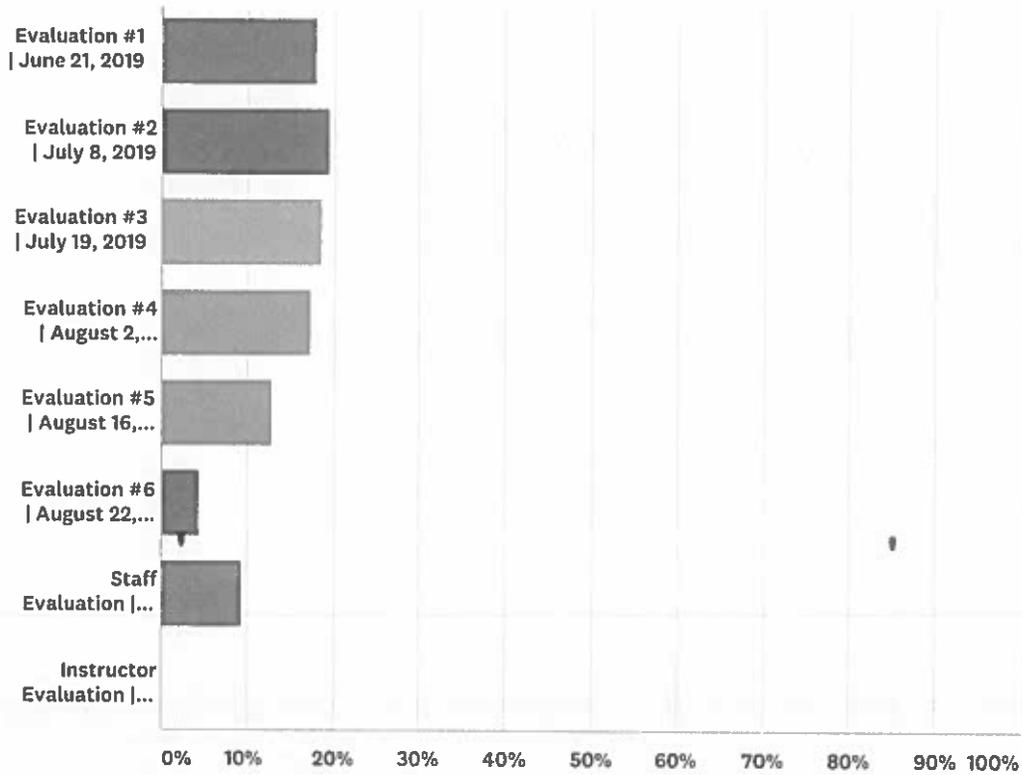
ANSWER CHOICES	RESPONSES
Ballard, Nelson	3.60% 5
Bell, Kaylin	4.32% 6
Brooks, Lovell	3.60% 5
Brown, Kayla	4.32% 6
Cook, DaeQuan	1.44% 2
Dengiso, Tewodros	2.88% 4
Fuentes Molina, Alexa	2.88% 4
Gloster, Alonzo	3.60% 5
Greene, Shawn	2.88% 4
Hines, Cleo	3.60% 5
Interiano, Jose	2.88% 4
Jiru, Ermias	5.04% 7
Konan, Kouame	4.32% 6
Lindsey, Adrian	4.32% 6
Mendoza, Brandon	3.60% 5
Mills, Lamonte	4.32% 6
Perry, Diamante	4.32% 6
Pierre, Benajah	3.60% 5
Piratova, Kevin	4.32% 6

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Porter, Shawn	3.60%	5
Taylor, Quinton	2.88%	4
Thomas, Delonte	4.32%	6
Thomas, Lakisha	3.60%	5
White, Alexis	5.04%	7
Williams, Marcus	9.35%	13
Atabong, Emile	1.44%	2
TOTAL		139

Q3 Evaluation

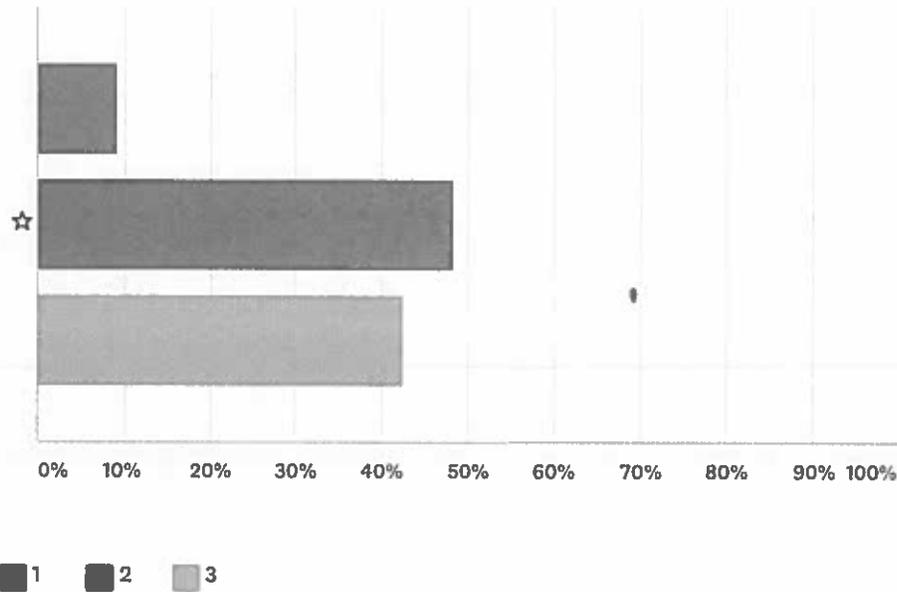
Answered: 139 Skipped: 0



ANSWER CHOICES	RESPONSES	
Evaluation #1 June 21, 2019	17.99%	25
Evaluation #2 July 8, 2019	19.42%	27
Evaluation #3 July 19, 2019	18.71%	26
Evaluation #4 August 2, 2019	17.27%	24
Evaluation #5 August 16, 2019	12.95%	18
Evaluation #6 August 22, 2019 Final Evaluation	4.32%	6
Staff Evaluation Reserved to AEF Staff	9.35%	13
Instructor Evaluation Reserved for NAPEEF Instructors	0.00%	0
TOTAL		139

Q4 COMPREHENDS LEARNING OBJECTIVES FROM CLASSROOM-BASED LEARNING How well does the intern understand the material that was covered in class?
 1 Star: Lacks Understanding. Required extensive assistance or instruction.
 2 Stars: Satisfactory Understanding. Concepts were clear. Required moderate assistance or instruction.
 3 Stars: Clear Understanding. Needed little to no assistance or instruction.

Answered: 120 Skipped: 19



	1	2	3	TOTAL	WEIGHTED AVERAGE
☆	9.17%	48.33%	42.50%	120	2.33
	11	58	51		

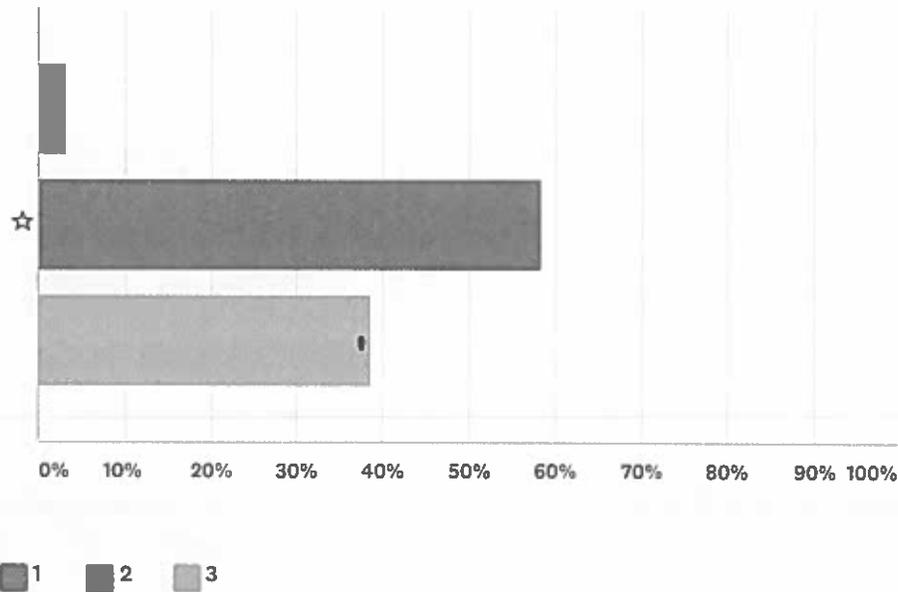
#	COMMENTS	DATE
1	When discussing course material with Kayla, she did not appear to have a firm grasp on most of the material covered in her coursework. She scored well on many of her tests, but this appeared to be more a case of rote memorization than real understanding.	9/4/2019 9:48 AM
2	Nelson is successfully applying what he has learned in class. Asking questions and making connections between what he has learned and what he's seeing in the field.	8/29/2019 12:32 PM
3	Within the last couple of weeks, Marcus has improved greatly. The feed back from the tech he was working with was positive.	8/22/2019 11:38 AM
4	Kouame says that the class was very informative.	8/22/2019 9:33 AM
5	Kayla does not appear to grasp many of the concepts covered in her coursework. She can repeat answers to questions from rote memory, but there does not appear to be real understanding.	8/19/2019 4:19 AM
6	Don't have access to what they cover in class.	8/16/2019 2:28 PM
7	I feel that Shawn is understanding the material well.	8/16/2019 9:41 AM
8	I have no information of what they cover in class.	8/12/2019 6:34 AM
9	Nelson has good understand of the material he's learning in class	8/5/2019 7:43 PM
10	I see that Shawn understands the material very well.	8/5/2019 5:32 AM

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11	Kouame is a quick learner.	8/5/2019 4:48 AM
12	Don't have access to what he learns in class.	8/2/2019 3:28 PM
13	Kayla does not seem to have a firm grasp of the electrical concepts that were covered in her recent classes.	8/2/2019 11:22 AM
14	Kaylins strives to apply all technical skills learned in class each week	8/1/2019 12:04 PM
15	I have no access to what he is learning in class.	7/30/2019 7:42 AM
16	Ermias has scored well in his classroom exams. He displays a very good understanding in our on site discussions.	7/28/2019 2:35 PM
17	Nelson is slowly picking up and retaining things that he's learned, which is understandable.	7/28/2019 2:24 PM
18	Shawn has expressed that he understands the classroom portion of his training. I have found that he is able to comprehend this information.	7/26/2019 6:57 AM
19	Alexa is comprehending the classroom based learning very well	7/26/2019 1:40 AM
20	Kouame has learned well in his class, as I have tested him on his A/C knowledge. He has a good understanding of how an A/C system works.	7/19/2019 6:16 AM
21	not sure since i am not in the class with her	7/19/2019 5:50 AM
22	Follows instructions well. Able to perform basic electrical repairs. He has replaced 277V. ballast and did so by following the manufactures wiring diagram.	7/18/2019 4:03 AM
23	na	7/16/2019 11:22 AM
24	Shawn seems to be picking up the material and is asking smart questions in the field.	7/15/2019 8:17 AM
25	Alexa continues to learn more and more from the classes and then uses what she has learn onsite	7/12/2019 8:35 AM
26	Alexa continues to learn more and more from the classes and then uses what she has learn onsite	7/12/2019 8:32 AM
27	Struggles with trade terminology. Struggles to put it together.	7/9/2019 2:37 AM
28	I don't know what he is learning in class, therefore, I can't make any comments about it.	7/3/2019 10:44 AM
29	Alex seems to be picking up the class room based learning pretty well and i try to give her hands on training on the items studied in the class room	6/26/2019 5:15 AM
30	He has come back to the building knowing the material, and spoken of the classroom material often.	6/24/2019 9:51 AM
31	Is picking up quick	6/24/2019 1:22 AM
32	Have not tested him on all the concepts but seems to be enjoying learning new things and is a sharp guy who will catch on quickly with hands on application of the concepts	6/21/2019 12:13 PM
33	Seems to have a very basic grasp of the concepts covered. Would rate 1.5 stars if possible.	6/21/2019 6:22 AM
34	We are going over refrigeration cycle and ac operation. All of the new terms will take a little time and experience to sink in fully.	6/20/2019 11:32 AM
35	#3 Kouame has a good understanding of what the classroom covered, he was able to run through the refrigeration cycle with me and did very well.	6/20/2019 8:52 AM
36	Cleo is learning all aspects of Property Management Maintenance.	6/19/2019 9:41 AM
37	Alexis is very eager to learn and excel	6/19/2019 7:23 AM
38	DaeQuan does not appear to listen when instructions are being given. Directions need to be repeated several times.	6/7/2019 4:12 PM

Q5 APPLIES PREVIOUSLY LEARNED SKILLS How well does the intern apply skills learned during the on-the-job training?
 1 Star: Below Average. Required extensive remediation.
 2 Stars: Average. Required some remediation, but able to perform skill.
 3 Stars: Above Average. Able to perform skill with no remediation or assistance.

Answered: 125 Skipped: 14



	1	2	3	TOTAL	WEIGHTED AVERAGE
☆	3.20%	58.40%	38.40%	125	2.35
	4	73	48		

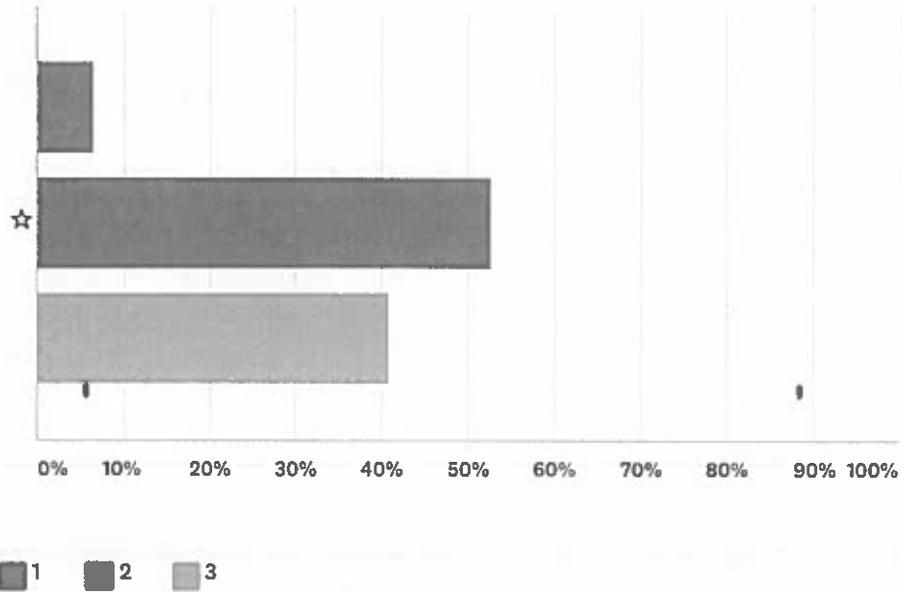
#	COMMENTS	DATE
1	Kayla was able to repeat skill base tasks that had been demonstrated to her. Her proficiency with manual tasks was promising.	9/4/2019 9:48 AM
2	Alonzo usually does a good job on previously learned tasks.	8/16/2019 2:28 PM
3	Shawn learns quickly and has applied this knowledge directly in the field.	8/16/2019 9:41 AM
4	Erimas has many skills due to his previous experience as an residential handyman. He has been able to demonstrate his electrical, plumbing, drywall skills, etc., during his time here at 2000 Penn.	8/15/2019 10:35 AM
5	Alonzo usually completes the tasks that are assign to him.	8/12/2019 6:34 AM
6	Nelson has picked up instructions given to him and applies them.	8/5/2019 7:43 PM
7	Shawn has been able to use the information that we have shared with him. Shawn is applying this skill well.	8/5/2019 5:32 AM
8	Very pleased with his performance.	8/5/2019 4:48 AM
9	This is learning process, it normally takes a few times to do something, to finally be able to do it the right way. Alonzo definitely has a great attitude and he is willing to learn.	8/2/2019 3:28 PM
10	she is learning electrical trouble shooting and has done a few calls this week.	8/2/2019 10:14 AM
11	Kaylin completed an LED conversion in one of our buildings this week with no supervision, he is excelling!	8/1/2019 12:04 PM

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12	Ermias brings extensive handyman skills to the table. He has a good head start on others entering the field.	7/28/2019 2:35 PM
13	Shawn is able to take what is being taught in the classroom and apply it in the field.	7/26/2019 6:57 AM
14	Alexa is able to work alone and will ask for assistance if needed	7/26/2019 1:40 AM
15	Kouame has learned to do VAV controller installs, and was the one who actually commissioned several the VAV's, he is doing great.	7/19/2019 6:16 AM
16	she is a fast learner	7/19/2019 5:50 AM
17	Improving	7/18/2019 3:01 PM
18	Kevin has been able to navigate the BAS system. He has used multimeter for basic outlet repairs and testing of circuits. Worked to replace drain lines in garage. He has a good knowledge of tools and assists well with all work he has been involved to date. Assisted with re-wiring of hi/low air pressure switches for the dry pipe system. He also worked with the team for the flow test of the dry pipe system with the contractor and building technicians and County inspector.	7/18/2019 4:03 AM
19	Cleo has been taught multiple task and many she has had to go back on with little supervision	7/16/2019 11:22 AM
20	We are giving Kaylin a variety of new information and he seems to grasp everything very well and asks questions to make sure he understands completely.	7/15/2019 9:35 AM
21	Jose is learning and applying the skills taught to him on the job during his regular work week.	7/15/2019 8:49 AM
22	Shawn has applied what knowledge he has obtain in the classroom to what is applicable in the field.	7/15/2019 8:17 AM
23	I am now sending Alexa off to complete task by herself	7/12/2019 8:35 AM
24	I am now sending Alexa off to complete task by herself	7/12/2019 8:32 AM
25	Alonzo is still in the learning process, so he still needs some follow up with some assignments, which is understandable.	7/3/2019 10:44 AM
26	Alexa is a quick learner and asks a lot of question (i like that)	6/26/2019 5:15 AM
27	Lamonte seems to retain a good amount each day that he has learned from the previous days	6/25/2019 5:55 AM
28	He steps in and acts as any other team member. Completing tasks with only light supervision .	6/24/2019 9:51 AM
29	Lovell is a quick learner	6/21/2019 1:49 PM
30	Always willing and able to work.	6/21/2019 12:33 PM
31	Kouame has been doing very well, he has installed a ballast, he has explained how our fan coils operate and our heat pumps. He has knowledge of AHU's and SCU's. Also knows how to tell the Suc. & Disch. of a pump.	6/20/2019 8:52 AM
32	Cleo has been taught many things in the last two weeks. When she is given a task that she has previously been taught how to do she can do it with little supervision and seems to be able to complete all task given to her.	6/19/2019 9:41 AM
33	Very positive feedback from the training Chief	6/19/2019 7:23 AM

Q6 QUALITY OF WORK How was the intern's work output?
 1 Star: Needs Improvement. Frequent errors. Work requires checking and re-doing.
 2 Stars: Satisfactory. Usually produces error-free work.
 3 Stars: Above Average. Very few errors or mistakes. Good attention to detail.

Answered: 125 Skipped: 14



	1	2	3	TOTAL	WEIGHTED AVERAGE
☆	6.40%	52.80%	40.80%	125	2.34
	8	66	51		

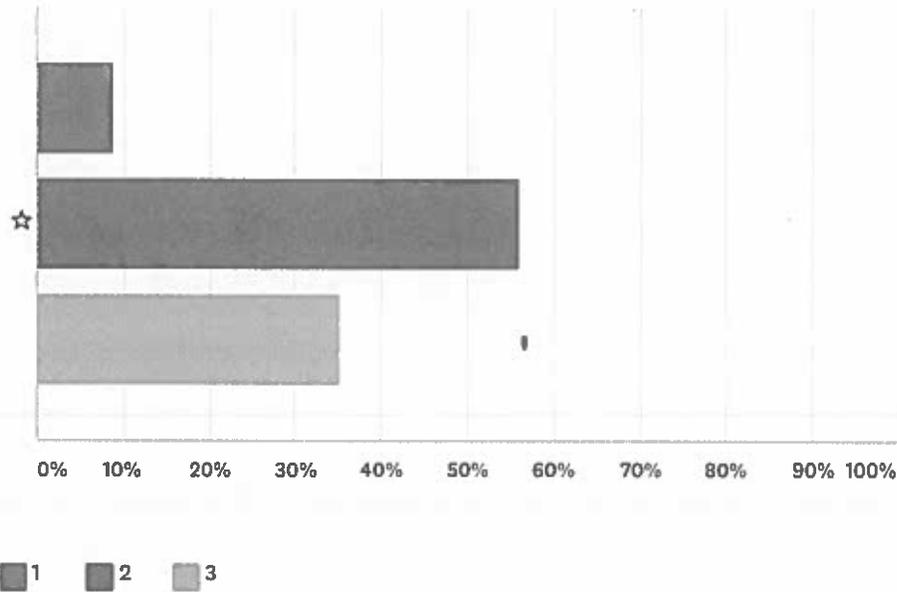
#	COMMENTS	DATE
1	needed a push here and there	9/10/2019 5:35 AM
2	Kayla's work product was generally good.	9/4/2019 9:48 AM
3	Marcus was never left alone to make any mistakes	8/30/2019 5:30 AM
4	Nelson is very diligent and typically performs error-free work. Where any missteps are made, Nelson learns and applies that knowledge to future tasks.	8/29/2019 12:32 PM
5	Marcus was always watched by someone so there was really no way to make an error	8/22/2019 11:38 AM
6	Alexis has improved working with a new team	8/19/2019 7:21 AM
7	There have not been any call backs and he does a good job.	8/16/2019 9:41 AM
8	Great thing about Erimas is that he takes his time to complete task so the outcome of his is work is neat and error free.	8/15/2019 10:35 AM
9	Goes by the motto "do it right the first time". Work is very neat and organized.	8/15/2019 10:20 AM
10	He is walked through every step of whatever he is working on.	8/13/2019 4:34 AM
11	Nelson can be counted on to consistently produce work, as requested, without error	8/5/2019 7:43 PM
12	Shawn has been coupled with the staff Engineers and has produced a satisfactory amount of work. Shawn is attentive to details.	8/5/2019 5:32 AM
13	Very Good	8/5/2019 4:48 AM
14	Few errors, if any and always happy to learn	8/1/2019 12:04 PM

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15	Ermias pays attention to detail, and fully completes assigned tasks. He often seeks more work to do.	7/28/2019 2:35 PM
16	Nelson has made some errors, but has brought it to his supervisor's attention immediately so correction could be made.	7/28/2019 2:24 PM
17	From what I have observed Shawn's quality of work is above average for someone with his experience. Great attention to details.	7/26/2019 6:57 AM
18	could be 1.5 stars	7/26/2019 4:40 AM
19	Alexa is still learning but by the end of the internship she will be awesome	7/26/2019 1:40 AM
20	His work output his very good, and his attitude is great.	7/19/2019 6:16 AM
21	very few errors are made. she seems to have a good eye for detail	7/19/2019 5:50 AM
22	Consistent	7/18/2019 3:01 PM
23	For his level of involvement with repairs he completes them well.	7/18/2019 4:03 AM
24	There are some task that should be completed a little bit faster	7/17/2019 10:40 AM
25	she is very good at paying attention to detail	7/16/2019 11:22 AM
26	Great attention to detail.	7/15/2019 9:35 AM
27	Jose takes pride in the work that he is performing and has a great attitude. He is very anxious to learn more.	7/15/2019 8:49 AM
28	Shawn has been paired with an experienced Engineer and has shown great promise.	7/15/2019 8:17 AM
29	Alexa notices errors and is now able to correct most mistakes	7/12/2019 8:35 AM
30	Alexa notices errors and is now able to correct most mistakes	7/12/2019 8:32 AM
31	He's just learning all the stuff now.	6/28/2019 7:12 AM
32	Alexa is still learning but i see the potential in her to be above average in the coming weeks	6/26/2019 5:15 AM
33	have not had to go over the work that was completed by Lamonte	6/25/2019 5:55 AM
34	A welcome team member who finishes what he starts	6/24/2019 9:51 AM
35	This was Quinton's first 2 weeks. I would like to see him take initiative to complete work requests	6/23/2019 4:46 PM
36	Jose is getting better with the task given to him he replaced a ceiling fan , rewrite GFI switches	6/22/2019 7:53 PM
37	he did not get individual assignment. for now he works with a coworker.	6/21/2019 1:49 PM
38	Work is completed in a timely manner and always done neatly. Take his time and completes the job correct the first time.	6/21/2019 12:33 PM
39	Above Average	6/20/2019 8:52 AM
40	She is a fast learner and very teachable. She is always asking to learn more.	6/19/2019 9:41 AM
41	Still completing JLL required Safety courses, she has not begun hands on work	6/19/2019 7:23 AM

Q7 QUANTITY OF WORKHow efficient was the intern to complete assigned tasks.
 1 Star: Below Average Output. Tasks take significantly longer than necessary.
 2 Stars: Average Output. Occasionally does more than required.
 3 Stars: Above Average Output. Often does more than expected.

Answered: 125 Skipped: 14



	1	2	3	TOTAL	WEIGHTED AVERAGE
☆	8.80% 11	56.00% 70	35.20% 44	125	2.26

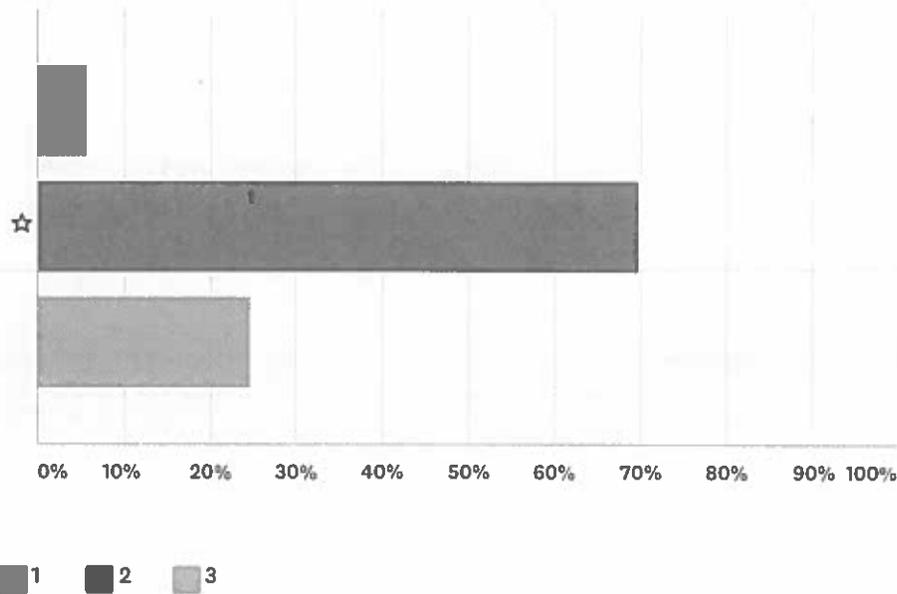
#	COMMENTS	DATE
1	Kayla was not given a significant workload of her own. She was asked to shadow the maintenance techs and work alongside them. In that respect she did what was expected. She did not take the initiative to take on tasks that were not specifically assigned to her.	9/4/2019 9:48 AM
2	Comment from the tech Marcus was working said he started to anticipate the next step	8/30/2019 5:30 AM
3	Marcus was completely new to this trade. He is going to take longer than a seasoned tech	8/22/2019 11:38 AM
4	Shawn has completed everything that we have asked him to do.	8/16/2019 9:41 AM
5	Erimas takes his time with his work but always completes his assigned task within a timely manner.	8/15/2019 10:35 AM
6	Completes assignments within timely manner.	8/15/2019 10:20 AM
7	has been doing better	8/12/2019 5:51 AM
8	Shawn has done everything that we have asked him to do.	8/5/2019 5:32 AM
9	Very satisfied with his quality of work.	8/5/2019 4:48 AM
10	He normally completes any assigned task on a timely manner.	8/2/2019 3:28 PM
11	all work given has been completed on time	8/2/2019 10:14 AM
12	Very efficient and constantly moving onto the next project. Kaylin is readily available for the next project.	8/1/2019 12:04 PM

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13	As noted above,, Ermias seeks work tasks. He is rarely idle.	7/28/2019 2:35 PM
14	Due to security requirements, Nelson is always assisting another engineer and maintained adequate quantity of work.	7/28/2019 2:24 PM
15	Shawn has completed everything that we have asked him to do. He has shown the ability to identify issues and to be pro-active in resolving them.	7/26/2019 6:57 AM
16	Alexa stays with a task till it is completed	7/26/2019 1:40 AM
17	His work ethic is very good.	7/19/2019 6:16 AM
18	completes all task on time and makes supervisor aware if she needs more time	7/19/2019 5:50 AM
19	She is very eager to learn and performs her tasks well	7/18/2019 6:09 AM
20	Follows instructions well. He was able to review wiring of a light fixture which was wrong and rewire correctly on his own, he then proceeded to change out remaining ballast and wire light fixtures on his own. Completes all assigned properly and in a timely fashion.	7/18/2019 4:03 AM
21	Many task that have been assigned have been completed on time and if something isn't going to be done on time she is quick to inform us.	7/16/2019 11:22 AM
22	Shawn has done everything we have asked of him, always willing to help and learn.	7/15/2019 8:17 AM
23	Now that I have started assigning Alexa tasks to do on her own I will get a better idea of how efficient Alexa is with completing tasks, the stats may go up by the next eval.	7/12/2019 8:35 AM
24	Now that I have started assigning Alexa tasks to do on her own I will get a better idea of how efficient Alexa is with completing tasks, the stats may go up by the next eval.	7/12/2019 8:32 AM
25	much improved	7/12/2019 8:01 AM
26	Alexa completes all tasks assigned to her and asks for assistance if needed	6/26/2019 5:15 AM
27	Stays busy.	6/24/2019 9:51 AM
28	Jose is always willing to do things even when one task is finished he is asking for something else to finish	6/22/2019 7:53 PM
29	Completes on time and correctly.	6/21/2019 12:33 PM
30	Lakisha is quite reliable and it is easy to assign some work, because I know that she will do it in the best way	6/21/2019 7:43 AM
31	Kaylin is always looking for the next task and reports back to me when each job is completed.	6/20/2019 11:32 AM
32	Above Average	6/20/2019 8:52 AM
33	All task are completed on time and when she is unsure she will ask questions.	6/19/2019 9:41 AM

Q8 JUDGMENT How would you rate the intern's judgment (when compared against others with similar training and experience)?
 1 Star: Needs Improvement. Uses questionable judgement when dealing with people and/or situations.
 2 Stars: Good Judgement. Handles most situations well, and makes sound decisions under normal circumstances.
 3 Stars: Above Average Judgement. Uses exceptionally good judgement when analyzing facts and solving problems. Thinking is very mature and sound.

Answered: 126 Skipped: 13



	1	2	3	TOTAL	WEIGHTED AVERAGE
☆	5.56%	69.84%	24.60%	126	2.19
	7	88	31		

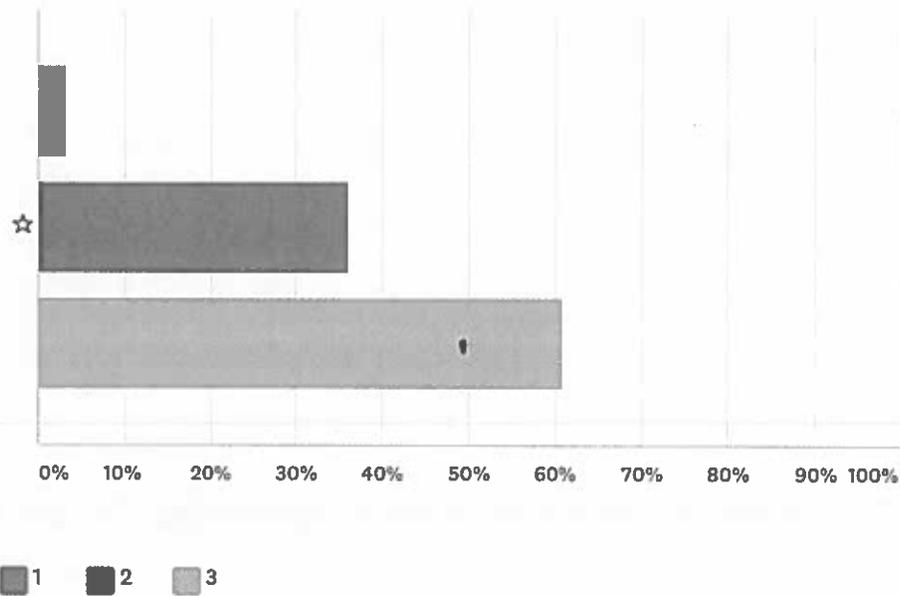
#	COMMENTS	DATE
1	Kayla's judgment in regards to most matters was sound enough, but there were occasions when she failed to communicate important information relevant to the task at hand.	9/4/2019 9:48 AM
2	Marcus was never put in a situation to make sound judgement	8/22/2019 11:38 AM
3	We have not put Shawn under any stress so I can not directly address this. what he has faced during the everyday work has been good.	8/16/2019 9:41 AM
4	Has great judgement with both dealing with people and certain situations.	8/15/2019 10:20 AM
5	Marcus is not put in a situation requiring interaction with customers	8/13/2019 5:22 AM
6	Marcus is not really put in a situation to where he needs to use judgement	8/13/2019 4:34 AM
7	Shawn has shown that he has the ability to make critical decisions.	8/5/2019 5:32 AM
8	Good	8/5/2019 4:48 AM
9	Wonderful judgement and forward thinker	8/1/2019 12:04 PM

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10	Ermias uses previously gained skills regularly. This gives him an advantage in analysis, and problem solving.	7/28/2019 2:35 PM
11	Shawn has the ability to access a situation and make a good judgement on resolving the issue. With more experience I believe he will continue to be above average in decision making.	7/26/2019 6:57 AM
12	Alexa's judgement is above average and she makes mature decisions	7/26/2019 1:40 AM
13	We are training him on the importance and priority of the calls we take and he totally understands how to prioritize the calls as they come in.	7/19/2019 6:16 AM
14	she seems to handle herself well in many situations	7/19/2019 5:50 AM
15	Nelson uses very good judgment	7/18/2019 3:01 PM
16	Uses very good judgement, he helped to calm tenants stuck on elevator and assisted team with overall resolution of situation which was caused by an ARC flash situation when contractors were performing an infrared scan of the elevator electrical panel.	7/18/2019 4:03 AM
17	Cleo continues to learn the ins and outs of daily maintenance operations. she handles herself very well in front of other staff members and residents	7/16/2019 11:22 AM
18	Just today, Kaylin worked through his break time to complete a job that would have become a hazard to our tenants had he left it unfinished.	7/15/2019 9:35 AM
19	Jose is very mindful of the work that he is doing and the fact that he is working in resident's homes. He cleans up behind himself and leaves the work area exactly or better than when he arrived.	7/15/2019 8:49 AM
20	Hard question to answer since Shawn is not going out to the field on his own, he is paired with an experienced Engineer.	7/15/2019 8:17 AM
21	Lowell makes good decisions.	7/15/2019 8:10 AM
22	for Alexa to be 19 years old with no experience she has already gone above any expectation I had	7/12/2019 8:35 AM
23	for Alexa to be 19 years old with no experience she has already gone above any expectation I had	7/12/2019 8:32 AM
24	Appears to just be going through the motions.	7/9/2019 2:37 AM
25	Alexa makes great common sense decisions	6/26/2019 5:15 AM
26	does a good Job asks questions if he not sure	6/25/2019 5:55 AM
27	Works safely, with forethought, and logic. Not afraid to ask for help.	6/24/2019 9:51 AM
28	Jose get a little nervous when he don't know something, I tell him he will get it on he does	6/22/2019 7:53 PM
29	Lovell has good judgment. ask for help when necessary	6/21/2019 1:49 PM
30	Always helps in solving problems. Gives good idea to resolve the problems.	6/21/2019 12:33 PM
31	Above Average Judgement	6/20/2019 8:52 AM
32	She seems to understand all instructions that are given to her. she has handled all situations very well.	6/19/2019 9:41 AM
33	DaeQuan does not use good judgement in choosing when to ask questions. Interrupts the speaker to ask questions that do not relate to the topic being discussed. On first day, chose to ignore the Executive Director's presentation on expectations and operational roles to repeatedly ask various staff members about parking for the following day. Spoke with him to explain that he needed to focus on the presentation, as well as read the previously sent emails which included this information. On day two, DaeQuan chose to sleep through the majority of the class. He also ignored directions on activities, and when asked to participate, stated that he doesn't see the point. He already knows how to do things. He constantly questions activities, and needs to be asked several times to participate.	6/7/2019 4:12 PM

Q9 COOPERATION How does the intern work with others? How does he/she respond to instructions and criticism?
 1 Star: Indifferent. Makes little effort to cooperate, or is disruptive to the overall group or department.
 2 Stars: Cooperative. Gets along well with others.
 3 Stars: Excellent. Goes out of the way to cooperate and get along with others.

Answered: 125 Skipped: 14



	1	2	3	TOTAL	WEIGHTED AVERAGE
☆	3.20%	36.00%	60.80%	125	2.58
	4	45	76		

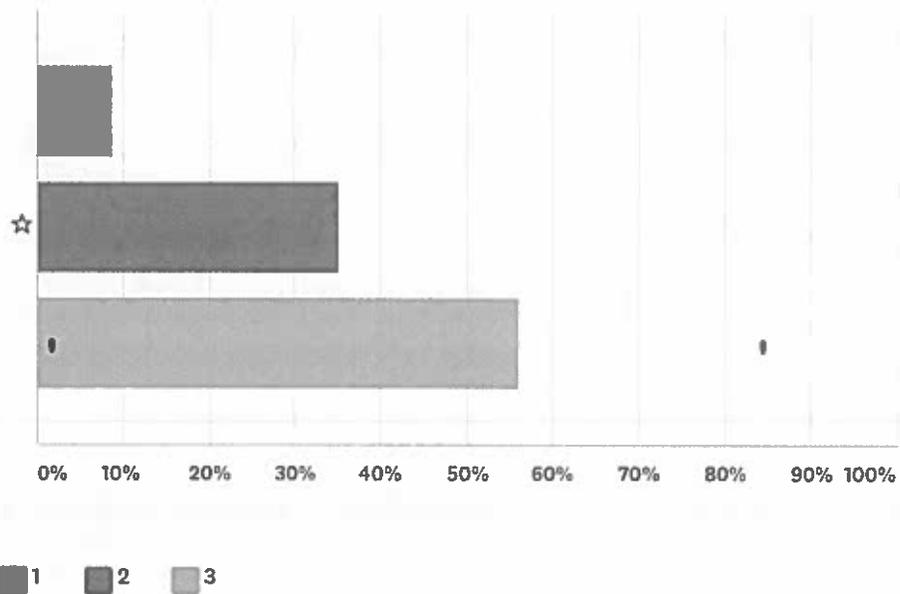
#	COMMENTS	DATE
1	overall got along with everybody a couple small disagreements	9/10/2019 5:35 AM
2	Kayla generally worked well with the building crew. She was receptive to direction and to criticism from the other techs.	9/4/2019 9:48 AM
3	Marcus was quite at first but opened up as he got more comfortable with his surroundings	8/30/2019 5:30 AM
4	Nelson is a true team player and helps out with anything asked of him	8/29/2019 12:32 PM
5	Marcus was quite and in his defense, we are a loud bunch to work around	8/22/2019 11:38 AM
6	Her interaction with her new team is outstanding	8/19/2019 7:21 AM
7	The other crew members enjoy working with Kayla on routine and special projects.	8/19/2019 4:19 AM
8	Alonzo has a great character, he is always willing to help when necessary.	8/16/2019 2:28 PM
9	Shawn is a good team member, gets along well with the Engineering staff.	8/16/2019 9:41 AM
10	Demonstrates that he can work together with fellow engineers. He is able to exchange ideas/solutions with whoever he is working with.	8/15/2019 10:35 AM
11	Works well with everyone here at 2000 Penn. Constantly helps tenants, cleaning staff, management, security and fellow engineers.	8/15/2019 10:20 AM
12	I have received 100% positive feedback from everyone that's work with Kaylin so far.	8/15/2019 9:53 AM

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13	In the past week he has started to interact more with the other employees	8/13/2019 5:22 AM
14	Marcus is too quiet	8/13/2019 4:34 AM
15	Alonzo is a great team player, he works well with his co-workers.	8/12/2019 6:34 AM
16	has been doing better at the towers	8/12/2019 5:51 AM
17	Alexis seems to be distracted with personal items on her cell phone	8/6/2019 8:48 AM
18	Always willing to help out. Nelson is working with a less experienced staff member and has helped him out.	8/5/2019 7:43 PM
19	Shawn is well liked in the Engineering shop and all of the Engineers are more than happy to work with him.	8/5/2019 5:32 AM
20	Works well with others.	8/5/2019 4:48 AM
21	He is great team player.	8/2/2019 3:28 PM
22	still works great with others	8/2/2019 10:14 AM
23	Kaylin is a favorite on the team!	8/1/2019 12:04 PM
24	Alonzo is very cooperative when working with others; he is a team player.	7/30/2019 7:42 AM
25	He has become a solid member of our team. He works well with all, and has no conflicts.	7/28/2019 2:35 PM
26	From Maia on 7/27: Nelson Ballard – Eval #1: Was given a 1 for cooperation, but this was accidental. Kenny Trainor has asked that the one be changed to a 2.	7/28/2019 2:24 PM
27	All the Engineers in the shop have given positive feedback on Shawn's attitude and willingness to work alongside of them.	7/26/2019 6:57 AM
28	Alexa follows instruction very well	7/26/2019 1:40 AM
29	Kouame is very easy going and does whatever he is asked.	7/19/2019 6:16 AM
30	great team player	7/19/2019 5:50 AM
31	Nelson gets along well with all of his teammates	7/18/2019 3:01 PM
32	Gets along very well with everyone, tenants, technicians, contractors and listens well.	7/18/2019 4:03 AM
33	She gets along with everyone and will even help others when needed	7/16/2019 11:22 AM
34	I have received 100% positive feedback from my building techs that have worked with Kaylin.	7/15/2019 9:35 AM
35	Great attitude, communication and always wants to do more.	7/15/2019 8:49 AM
36	Shawn has shown that he is willing to work in any situation.	7/15/2019 8:17 AM
37	Lovell team player get along with others	7/15/2019 8:10 AM
38	Nelson is extremely helpful, always willing to pitch in and assist where he can	7/13/2019 5:45 AM
39	Alexa works very well with other staff members on site, security and the cleaning staff.	7/12/2019 8:35 AM
40	Alexa works very well with other staff members on site, security and the cleaning staff.	7/12/2019 8:32 AM
41	Alonzo works well with other teammates and is always willing to start new assignments.	7/3/2019 10:44 AM
42	Alexa is working great with my staff and other staff members that assist with covering the property	6/26/2019 5:15 AM
43	Marcus is late everyday and makes no effort to get to work on time	6/25/2019 6:33 AM
44	no issues get along with all Engineers	6/25/2019 5:55 AM
45	A good team member.	6/24/2019 9:51 AM
46	Works great with everyone on the time.	6/21/2019 12:33 PM
47	Lakisha is hardworking and always willing to help at work	6/21/2019 7:43 AM
48	Excellent	6/20/2019 8:52 AM
49	She is a team player and gets along well with other coworkers	6/19/2019 9:41 AM
50	willing to help in any capacity	6/19/2019 7:23 AM

Q10 ENGAGEMENT Does the intern present a positive attitude and enthusiasm to learn and grow?
 1 Star: Unengaged. Performs bare minimum and doesn't seek information.
 2 Stars: Engaged. Listens and asks questions.
 3 Stars: Extremely Engaged. Asks in-depth questions. Seeks more than the basic information.

Answered: 125 Skipped: 14



	1	2	3	TOTAL	WEIGHTED AVERAGE
☆	8.80%	35.20%	56.00%	125	2.47
	11	44	70		

#	COMMENTS	DATE
1	Ultimately, I must give Kayla poor marks for engagement specifically because she made minimal effort to engage with me, despite me repeatedly asking her to do so. I repeatedly asked her to come check in with me in the mornings after clocking in to discuss the previous day's work, work planned for the day, and any questions she might have. She never look advantage of this invitation. She made no effort to impress upon me any skills she had gained or concepts she had learned. Discussing her coursework each week was always on my initiative, never her, and was always laborious.	9/4/2019 9:48 AM
2	Marcus was starting to ask questions and was studying his class material	8/30/2019 5:30 AM
3	Marcus has improved greatly over the past couple of weeks. When he was not working, he was studying his books	8/22/2019 11:38 AM
4	Her current Chief has commented about her knowledge and ability to recount the information she has learned	8/19/2019 7:21 AM
5	Kayla does not seek guidance or assistance from me, despite repeatedly being told that I am available to her. This especially applies to the material she is covering in her AOBA coursework.	8/19/2019 4:19 AM
6	Shawn has a very positive attitude and is eager to learn.	8/16/2019 9:41 AM
7	Ermias comes to work with a smile and consistent enthusiasm to learn everyday.	8/15/2019 10:35 AM
8	Always eager to learn and ask questions frequently.	8/15/2019 10:20 AM

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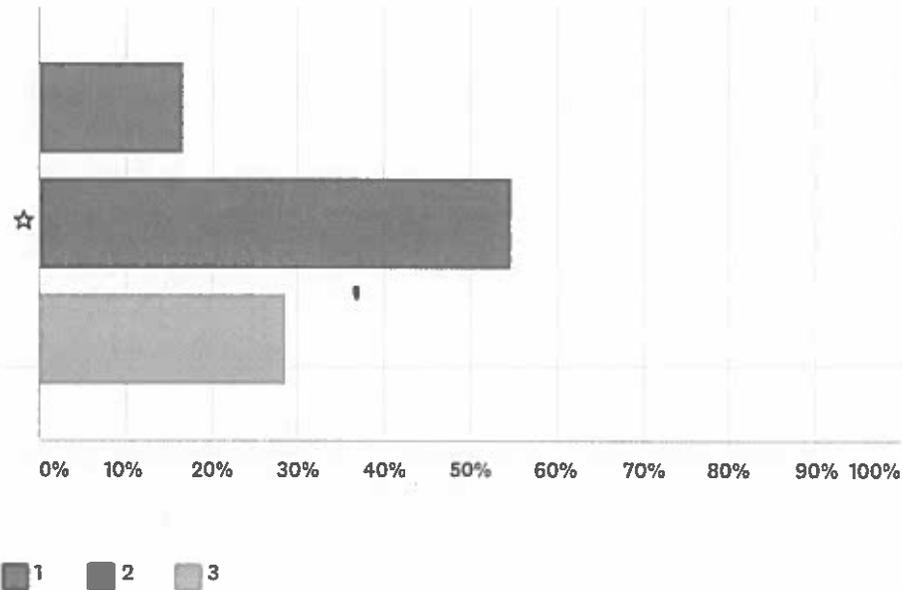
9	Kaylin has a great attitude, you can tell that he really enjoys his work and is grateful for the opportunity he has been given with COPT.	8/15/2019 9:53 AM
10	It was reported back to me that he is starting to ask a lot of questions and be more engaged in a one on one setting	8/13/2019 5:22 AM
11	We noticed lately that he is taking more notes and asking questions when put in a one on one environment	8/13/2019 4:34 AM
12	Shawn has traits that cannot be taught, great attitude and and has a want to work.	8/5/2019 5:32 AM
13	Good	8/5/2019 4:48 AM
14	Kayla is not taking sufficient advantage of the resources available here at the building. She has a positive attitude, but is not inquisitive enough.	8/2/2019 11:22 AM
15	yes she is very open to learning new task	8/2/2019 10:14 AM
16	Even when Kaylin was put on the spot this week by the VP of Government Services, he answered his questions thoroughly and communicated effectively.	8/1/2019 12:04 PM
17	He often initiates discussion, both technical, and professional.	7/28/2019 2:35 PM
18	Nelson has displayed an interest in understanding and learning more. He has not yet reached a level where his questions are in-depth. With more experience and comfort level, his questions may become more in-depth	7/28/2019 2:24 PM
19	Shawn has a very good attitude and a wiliness to work and learn on the job. This is something that cannqt be taught.	7/26/2019 6:57 AM
20	Alexa is always asking questions and reads a lot to better herself in the field	7/26/2019 1:40 AM
21	Kouame ask a lot of questions and knows definitely more than the basics.	7/19/2019 6:16 AM
22	she will always ask questions	7/19/2019 5:50 AM
23	Nelson is getting more detailed in his follow up questions and requests for clarification	7/18/2019 3:01 PM
24	Everyday she is a pleasure to work with	7/18/2019 6:09 AM
25	Very engaged participaties in discussions related to tasks needing to be completed. Asks good questions, showing that he is interested in understanding and learn all he can.	7/18/2019 4:03 AM
26	Cleo is not shy and will ask many questions to better understand what is being asked of her.	7/16/2019 11:22 AM
27	Kaylin is not shy and has no reservations about asking questions one-on-one or in a large group setting.	7/15/2019 9:35 AM
28	Great attitude. Wants to learn more and asks the team about what other tasks he can perform and learn.	7/15/2019 8:49 AM
29	Shawn has a great attitude and works well with the Engineering staff.	7/15/2019 8:17 AM
30	Nelson slays engaged and asks questions to ensure he understands thoroughly what is being reviewed	7/13/2019 5:45 AM
31	Alexa is always asking question which I like and when she has free time she is always studying	7/12/2019 8:35 AM
32	Alexa is always asking question which I like and when she has free time she is always studying	7/12/2019 8:32 AM
33	much improved	7/12/2019 8:01 AM
34	Appears to just be going through the motions. Does not ask questions.	7/9/2019 2:37 AM
35	Alexa is very driven and determined to learn	6/26/2019 5:15 AM
36	Asks questions, and engages daily	6/24/2019 9:51 AM
37	Lovell has a positive attitude always listens and asks questions	6/21/2019 1:49 PM
38	Asks questions, WANTS to learn. Always focus on the task at hand.	6/21/2019 12:33 PM
39	She is definitely made for this work, she show daily a great interest in learning and growing.	6/21/2019 7:43 AM
40	Engaged but needs to not be on her personal phone during work hours.	6/21/2019 6:22 AM
41	Extremely Engaged	6/20/2019 8:52 AM

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42	She is eager to learn the industry and will ask many questions to understand and complete the work.	6/19/2019 9:41 AM
43	DaeQuan seems unmotivated and uninterested in learning, growing, and participating. On day two, DaeQuan slept through the day. When discussed with him, he stated that he was "dozing, but was still paying attention."	6/7/2019 4:12 PM

Q11 INITIATIVE How well does the intern take the initiative to get things done?
 1 Star: Below Average: Does not proceed on own. Waits for direction.
 2 Stars: Average. Very good performance. Shows initiative in completing tasks.
 3 Stars: Above Average. Self-starter. Proceeds on own with little or no direction. Progressive. Makes some suggestions for improvement.

Answered: 126 Skipped: 13



	1	2	3	TOTAL	WEIGHTED AVERAGE
☆	16.67%	54.76%	28.57%	126	2.12
	21	69	36		

#	COMMENTS	DATE
1	Kayla took little initiative in her time here, both from an educational and a task perspective. She never volunteered to do anything that might improve the operation, such as cleaning of the boiler room, etc. She waited to be told what to do. She made insufficient effort to actually understand the building and the equipment. She seemed to be overwhelmed by the scope of it (a fact that she confessed to me during one of our meetings). Despite this, she did not take advantage of the best resource on the subject, the building's Chief Engineer, who left his door open to her and repeatedly invited her for discussion, but received little interest in this educational opportunity.	9/4/2019 9:48 AM
2	Marcus was never left alone and was always with someone	8/30/2019 5:30 AM
3	Nelson is still learning so much on site and continues to take on more as he becomes familiar with things. We are confident he will continue to grow and has the right attitude to take on more as he progresses.	8/29/2019 12:32 PM
4	big improvement with new team	8/19/2019 7:21 AM
5	Kayla has not taken initiative to take on tasks without being specifically directed or accompanying another employee.	8/19/2019 4:19 AM
6	Shawn has been exemplary in seeing things that need to be corrected and repairs as necessary.	8/16/2019 9:41 AM
7	Erimas does not need to be asked to work, he finds things to do everyday. When he sees that works needs to be done he gets right to it.	8/15/2019 10:35 AM

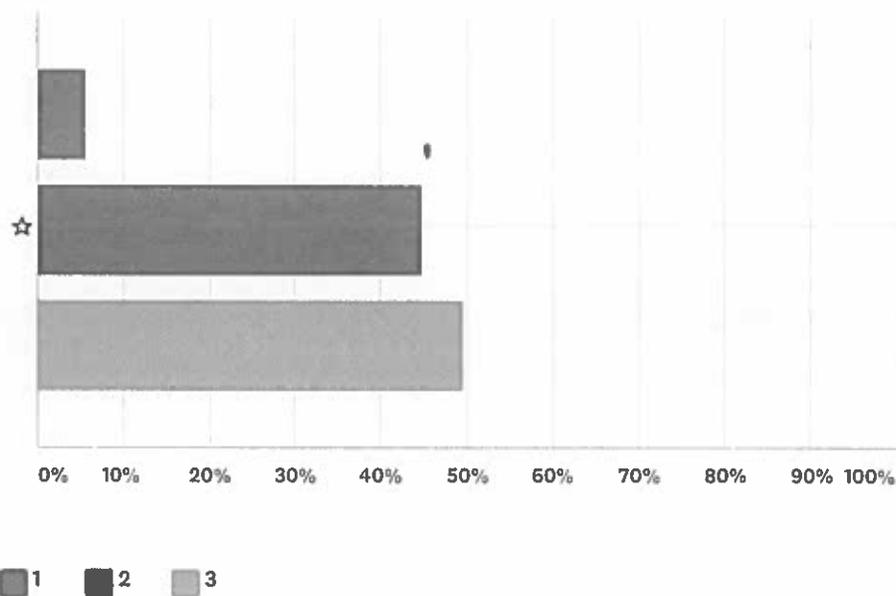
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8	Ermias takes great initiative. He is very consistent with asking if there are any projects or work tickets he can work on, if there are no tickets he walks the building and takes it upon himself to change lights or make other needed repairs.	8/15/2019 10:20 AM
9	I Kaylin is always eager to get to the next task or to put whatever he's doing on hold to assist his fellow building techs when they need his help.	8/15/2019 9:53 AM
10	Field supervisor sees intern standing in the background a lot without any real initiative or drive to seek out the next steps without someone holding hand and guiding. May be due to number of factors but something that we will need to address with him before extending job offer.	8/15/2019 9:49 AM
11	Took the initiative to carry on while the tech was talking to the customer	8/13/2019 5:22 AM
12	Alexis has begun to accept bad habits now that she has been placed at one site	8/6/2019 8:48 AM
13	Shawn is pro-active in his approach. If assigned a project he proceeds in a satisfactory manner.	8/5/2019 5:32 AM
14	Good Initiative.	8/5/2019 4:48 AM
15	Self starter for sure!	8/1/2019 12:04 PM
16	He is very eager, and needs very little direction on regular tasks. He is not afraid to ask questions that will help him advance.	7/28/2019 2:35 PM
17	Nelson shows initiative to perform tasks, but will sometimes get frustrated if he can't figure out how to do something. We all understand and encourage him to be patient with himself as his knowledge will continue to grow with experience	7/28/2019 2:24 PM
18	I feel that Shawn is above average for his experience. He is picking up the Engineering trade a a rapid pace.	7/26/2019 6:57 AM
19	Alexa always asks for extra tasks to complete	7/26/2019 1:40 AM
20	The guys are now seeing Kouame as one of the team and not an intern.	7/19/2019 6:16 AM
21	she performs very well	7/19/2019 5:50 AM
22	She is always asking for more work	7/18/2019 6:09 AM
23	Very good initiative, only draw back is the fact he can only perform tasks we feel he can safely be involved with. As time goes on I fully expect that he will recieve 3 stars and be able to go on his own.	7/18/2019 4:03 AM
24	She performs well in all task assigned	7/16/2019 11:22 AM
25	Kaylin checks in with me often to find his next assignment and loves to stay busy. The fact that he needs to have someone with him is the only factor that slows him down.	7/15/2019 9:35 AM
26	Takes initiative but is still learning the industry.	7/15/2019 8:49 AM
27	Shawn has volunteered to take care of issues and shows a willingness to go above and beyond.	7/15/2019 8:17 AM
28	Alexa is still learning the equipment around the property but does take the initiative on items that she feels comfortable with	7/12/2019 8:35 AM
29	Alexa is still learning the equipment around the property but does take the initiative on items that she feels comfortable with	7/12/2019 8:32 AM
30	much improved	7/12/2019 8:01 AM
31	Waits for direction. Low energy.	7/9/2019 2:37 AM
32	Alexa goes beyond the day to day work items and continues her learning even at home	6/26/2019 5:15 AM
33	In Marcus's defense, he knows absolutely nothing about this trade or the tools required.	6/25/2019 6:33 AM
34	tries to get tasks done in a timely matter	6/25/2019 5:55 AM
35	Seeks tasks, and knowledge.	6/24/2019 9:51 AM
36	Understandable is new to the field.	6/24/2019 1:22 AM
37		6/21/2019 6:22 AM
38	Very much a self starter.	6/20/2019 8:52 AM
39	She is performing well. she completes all task on time.	6/19/2019 9:41 AM

DaeQuan requires every aspect of a task to be given to him. An example is a task that was assigned that required the interns to write four sentences on any topic they chose, as long as it was work appropriate. The goal was to help prepare interns to speak with tenants and coworkers, and gain confidence in doing so. When we were about to begin the presentations, DaeQuan asked what sentences I was talking about. When I told him, he said that he didn't write anything. I told him he needed to do it now, to which he replied that he doesn't need to do that because he already talks to tenants just fine. When told that he still needs to complete the assignment, he stated that he didn't know what to write about. When told that he could choose any topic, he said he "isn't good at coming up with things." He continued to be combative, so I asked about hobbies. He stated he likes games, and I suggested he write about that. He then asked which game he should write about. He does not seem to want to have to do anything more than the bare minimum, if that. I am concerned that he will not be proactive in completing tasks at a job site.

Q12 COMMUNICATION How well does the intern communicate (speaking and writing) and share information?
 1 Star: Needs Improvement: Requires direction on using appropriate tone and/or conveying clear message to tenants and coworkers.
 2 Stars: Good Communicator. Speaks professionally and respectfully to tenants and coworkers. Shares complete information.
 3 Stars: Great Communicator. Communicates with a great attitude that is friendly and open to others. Ensures complete information is shared, and follows-up as needed. Excels at calming difficult situations.

Answered: 125 Skipped: 14



	1	2	3	TOTAL	WEIGHTED AVERAGE
☆	5.60%	44.80%	49.60%	125	2.44
	7	56	62		

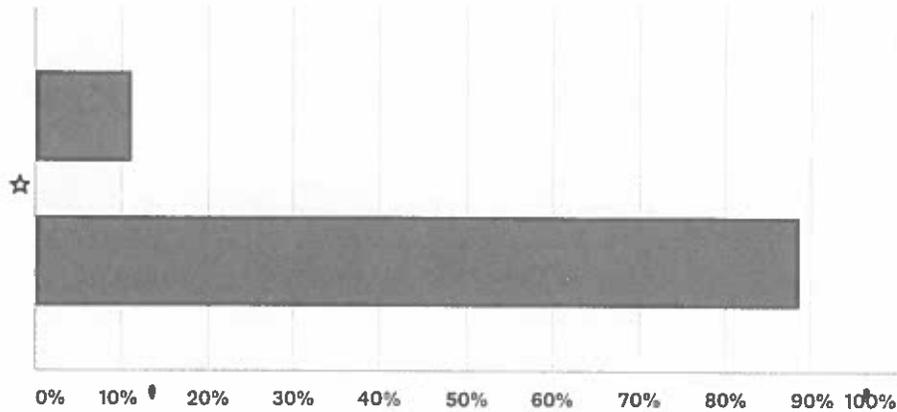
#	COMMENTS	DATE
1	Kayla has a professional presentation and a pleasant demeanor. It is one of the reasons she was selected.	9/4/2019 9:48 AM
2	Marcus is good in a one on one situation.	8/22/2019 11:38 AM
3	Kayla is professional in her communications.	8/19/2019 4:19 AM
4	Great, this is one of the areas where he shines.	8/16/2019 2:28 PM
5	Shawn's verbal communication skills are great.	8/16/2019 9:41 AM
6	Alonzo understand directions and follows them without any issues. He communicates professionally and courteous all the time.	8/12/2019 6:34 AM
7	Shawn communicates with the staff and management in a exemplary manner.	8/5/2019 5:32 AM
8	Very well.	8/5/2019 4:48 AM
9	Alonzo is really good at communicating with others in a good professional manner.	8/2/2019 3:28 PM

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10	great written and verbal skills	8/2/2019 10:14 AM
11	Great communicator, always open to suggestions and offering help to everyone	8/1/2019 12:04 PM
12	his verbal communication is very effective. His command of the english language is very good. We have not had much written communication aside from texts, but these have been clear, and effective.	7/28/2019 2:35 PM
13	Nelson is a well-spoken, courteous and professional.	7/28/2019 2:24 PM
14	Shawn is a very good communicator with his co-workers and supervisor. I have seen positive traits and that I fell will only improve further in the future.	7/26/2019 6:57 AM
15	Alexa has great communication skills	7/26/2019 1:40 AM
16	He communicates very well.	7/19/2019 6:16 AM
17	communicates very well with others and supervisor	7/19/2019 5:50 AM
18	she communicates well with others. she has not had any difficult situations. she just started working in occupied units she just needs to remember to introduce herself at the door.	7/16/2019 11:22 AM
19	Is an excellent communicator to the team at the property.	7/15/2019 8:49 AM
20	Shawn communicates well the Engineering staff and to me as well.	7/15/2019 8:17 AM
21	Nelson communicates professionally and in a courteous manner whether it is with outsiders or within the team	7/13/2019 5:45 AM
22	Great with communication skills	7/12/2019 8:35 AM
23	Great with communication skills	7/12/2019 8:32 AM
24	Very quiet. Only speaks when spoken to.	7/9/2019 2:37 AM
25	Great is all i can say	6/26/2019 5:15 AM
26	Marcus is timid and does not ask questions	6/25/2019 6:33 AM
27	if he not sure of something he will always call one of the engineers	6/25/2019 5:55 AM
28	Clear both written, and verbally.	6/24/2019 9:51 AM
29	That's not a problem for her, since she likes to talk(in the good sense of the expression).	6/21/2019 7:43 AM
30	Good communicator. Needs to communicate more effectively with other staff on how to engage with them.	6/21/2019 6:22 AM
31	Great Communicator	6/20/2019 8:52 AM
32	She is quick to call Enrique if she encounters any issues. she has not had the chance to interact with residents.	6/19/2019 9:41 AM
33	very good follow up and communication	6/19/2019 7:23 AM
34	I have attempted to speak to DaeQuan about his behavior, and he merely makes excuses, and seems to brush off the importance of the issues.	6/7/2019 4:12 PM

Q13 ATTENDANCE Please confirm the intern's attendance performance
 1 Star: Unacceptable: Lax in attendance and/or reporting on time.
 Improvement needed to meet required standards.
 2 Stars: Acceptable: Usually present and on time. Normally pre-planned absences.

Answered: 125 Skipped: 14



1 2

	1	2	TOTAL	WEIGHTED AVERAGE
☆	11.20%	88.80%	125	1.89
	14	111		

#	HOW MANY DAYS (IF ANY) HAS THE INTERN BEEN ABSENT DURING THIS EVALUATION PERIOD? WERE THEY SCHEDULED OR UNSCHEDULED ABSENCES.	DATE
1	Kayla had 2 unscheduled absences during the course of the program. The first followed directly after a weekend trip out of town. She coincidentally asked to leave early for a doctor's appointment that Friday. The second to last day of the program, she arranged a job interview, with out blessing, intending to work the second half of the day, but opted ultimately to take the entire day off.	9/4/2019 9:48 AM
2	Always late	8/30/2019 5:30 AM
3	Marcus does have a problem showing up on time. He was late everyday.	8/22/2019 11:38 AM
4	much improved over last evaluation	8/19/2019 7:21 AM
5	No absences but several late arrivals.	8/19/2019 4:19 AM
6	He is always on time.	8/16/2019 2:28 PM
7	Only late once to AOBA on Wednesday August 14th.	8/16/2019 9:51 AM
8	Shawn has been on time everyday and has not missed any time.	8/16/2019 9:41 AM
9	Always on time. Willing to work on Saturday.	8/15/2019 10:35 AM
10	Always on time.	8/15/2019 10:20 AM
11	Is late every day	8/13/2019 5:22 AM
12	Marcus is late every single day	8/13/2019 4:34 AM
13	out 1 day some times late	8/12/2019 6:10 AM
14	Alexis has had some issues being on time for both class and the work schedule at the site. When asked to correct her timesheet she hesitated to admit tardiness.	8/6/2019 8:48 AM

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15	Excellent. Perfect attendance and always arrives before his shift starts.	8/5/2019 7:43 PM
16	Shawn has not missed a day or work.	8/5/2019 5:32 AM
17	Very good.	8/5/2019 4:48 AM
18	He is always on time.	8/2/2019 3:28 PM
19	Kayla was absent 1 day for personal reasons and 1 day for jury duty in the first week of this period.	8/2/2019 11:22 AM
20	none	8/2/2019 10:14 AM
21	Never misses, always early	8/1/2019 12:04 PM
22	Alonzo missed a couple of days this period because he had to go court, which I didn't know about; I want to think that someone else knew, I just wasn't informed about it.	7/30/2019 7:42 AM
23	No absences.	7/28/2019 2:35 PM
24	Kayla left early on Friday the 19th for a "doctor's appointment" and then called out on Monday. She said she was in Ocean City over the weekend and lost her ID so had to go to DMV to get a new one on Monday. The story lacks credibility and she was initially vague about why she had to miss work on Monday.	7/26/2019 8:18 PM
25	no absent days	7/26/2019 9:40 AM
26	No absences.	7/26/2019 6:57 AM
27	1 because of a family issue with her mother	7/26/2019 1:40 AM
28	Kouame has not been late or absent in his time here.	7/19/2019 6:16 AM
29	none	7/19/2019 5:50 AM
30	0	7/18/2019 10:44 AM
31	reports to work everyday. on 7/12/19 had a family emergency and had to leave after lunch.	7/16/2019 11:22 AM
32	0	7/15/2019 8:49 AM
33	Shawn is on time every day.	7/15/2019 8:17 AM
34	no absents	7/15/2019 8:10 AM
35	No absences	7/13/2019 5:45 AM
36	Always shows up, just late everyday.	7/12/2019 10:08 AM
37	1 absents during this evaluation period and it was because Alexa was visually sick but she made it too work the next day	7/12/2019 8:35 AM
38	1 absents during this evaluation period and it was because Alexa was visually sick but she made it too work the next day	7/12/2019 8:32 AM
39	late	7/12/2019 7:48 AM
40	Alonzo has been on time everyday this period. No complaints there.	7/3/2019 10:44 AM
41	Alexa is always on time even beats me to work in the morning sometimes	6/26/2019 5:15 AM
42	Marcus is late everyday	6/25/2019 6:33 AM
43	has been late needs to improve but has not missed any days i would give a star and a half	6/25/2019 5:55 AM
44	Always on time.	6/21/2019 12:33 PM
45	No absences.	6/21/2019 6:22 AM
46	Acceptable	6/20/2019 8:52 AM
47	6-17-19 she was not feeling well so we sent her home mid-morning.	6/19/2019 9:41 AM

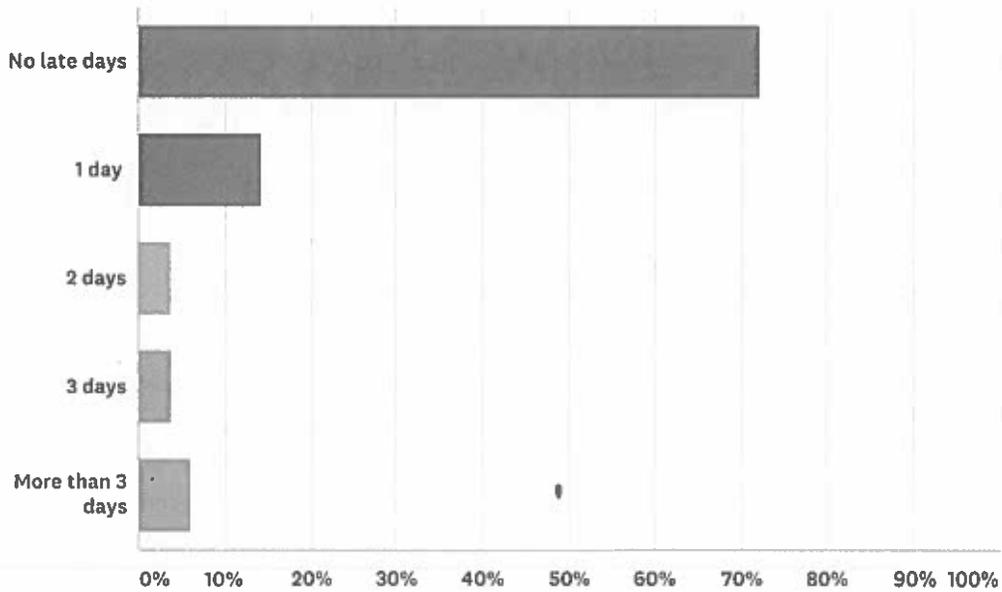
48

On first day, DaeQuan told us that he needed to leave due to childcare issues. When told how important it was for him to be there, he was able to fairly quickly resolve the childcare issue. On second day, DaeQuan asked if he could leave two hours early because he had to move his car, so he figured he would just leave for the day. Informed me that he has a doctor's appointment at 2 pm on the first day of NAPEEF classes. When told that this would put him behind, he immediately said that he can't reschedule. When leaving on Friday before first NAPEEF class, I said that I would see him on Wednesday, and he replied that he wasn't coming because he had his doctor's appointment. When I replied that thought he would be coming for the first half of the day, he said he guessed he could if I wanted him to. I told him that it was very important that he was there. He then expected me to look up how long it would take him to get from the cohort location to his appt. I explained that this was something he needed to look into in advance of the class. He also informed his employer that he would be missing another day the same week because he had to go to court to contest a ticket. I have explained to him that it is unacceptable to "inform" his employer that he will not be at work, and instead needs to request the time off.

6/7/2019 4:12 PM

Q14 PUNCTUALITY How many days (if any) has the intern been late for work during this evaluation period?

Answered: 133 Skipped: 6



ANSWER CHOICES	RESPONSES	
No late days	72.18%	96
1 day	14.29%	19
2 days	3.76%	5
3 days	3.76%	5
More than 3 days	6.02%	8
TOTAL		133

#	COMMENTS:	DATE
1	last week no issues	9/10/2019 5:35 AM
2	Kayla was late by 15 minutes or more 7 times during the course of the internship. This is not acceptable.	9/4/2019 9:48 AM
3	He was a few minutes late one day but sent an e-mail prior to his start time.	8/16/2019 10:17 AM
4	Nelson arrives early for work every day	7/28/2019 2:24 PM
5	A little bit late.	7/18/2019 10:44 AM
6	He was a few minutes late one day but sent an e-mail prior to his start time.	7/18/2019 4:03 AM
7	A few traffic issues delayed his arrival but he stayed late to make up the time.	7/15/2019 9:35 AM
8	Nelson typically arrives early for work	7/13/2019 5:45 AM
9	Everyday	7/12/2019 10:08 AM
10	Metro trouble	7/9/2019 2:37 AM
11	Always on time good	6/22/2019 7:53 PM

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12	Quinton arrived to the 6/19 training session. He called just before the start time to let me know that he was running late.	6/21/2019 1:41 PM
13	Home emergency, stayed late to make up the time.	6/20/2019 11:32 AM

Q15 ADDITIONAL COMMENTS:

Answered: 71 Skipped: 68

#	RESPONSES	DATE
1	none	9/10/2019 5:39 AM
2	Nelson is quickly becoming a valued member of the team and we have no doubt that his value will continue to grow.	8/29/2019 12:32 PM
3	The tech Marcus worked with said he saw major improvements over the last 2 weeks.	8/22/2019 11:38 AM
4	On 7/24, Alexis arrived to the cohort 30 minutes late (8:30 am). At 10:15 she informed the instructor and AEF staff member (Shara) that she had been called in to her job, and had to leave. Shara reached out to her company to confirm. On 8/2 we were informed by the company stating that she had not been called in to work on 7/24. When asked by her company why she lied, she stated that she wasn't feeling well, but was uncomfortable talking about it. They also stated that over the previous three weeks, her behavior had shifted greatly, and they are disappointed. She is often late and blames the metro, and she is no longer as engaged as she had been. We were also informed that a call had been set up between Alexis and a female chief to get pointers from another woman in the trade. Alexis used this time to complain about the training and boredom. The company felt it was inappropriate. Because she had been called in to work, Alexis was permitted to make up the missed quiz. Upon learning the truth, I informed the instructors, and told them it was their decision whether the makeup grade would stand. She came to speak to me, and told me that the instructors said that I was forcing them to give her a 0, and she wanted to know why. She also told me that she had never said she was called in to work. I explained that the decision was theirs, but also discussed the information I had received from her company regarding behavioral changes. She became very defensive, denied being late more than one time (due to metro), and said that she is always asking questions. She then said that it "must be Richard saying these things." in a way that came across as though she felt that Richard "had it out for her", and was making things up. I spoke with the instructors after this conversation to clarify that the grade was their call, and they informed me that they had not told her that I was requiring a 0, and that during their conversation with her, she kept saying that I had a "personal vendetta against her, and wanted her to fail." I also confirmed with Shara that they had a conversation on the day she left, where Alexis clearly stated that she had been called in to work, was disappointed that she had to leave class and miss the quiz, but there was nothing she could do since they needed her to come in. On 7/30, I had also emailed Alexis to say I was sorry she had been called in to work, but wanted to remind her that she could not miss anymore classes, and still complete the course. I did not receive a reply correcting the reason for leaving. Since this has happened, Alexis has become increasingly disrespectful to both Shara and myself during class and by email. She has begun speaking to me in a rude tone, making inappropriate comments, and mimicking things we say.	8/20/2019 6:40 AM
5	Diamonta is doing well.	8/19/2019 7:39 AM
6	Alexis has made great strides with her new team at 55512th street. The fir is so good the current Chief tried to secure funds to keep her with JLL. I feel Alexis excels with larger teams where she can stay engaged and learn.	8/19/2019 7:21 AM
7	Kayla needs to dedicate herself to improving her knowledge base and skill set. She needs to demonstrate more curiosity and she needs to become more of a self starter.	8/19/2019 4:19 AM
8	none	8/17/2019 9:36 AM
9	none	8/17/2019 9:32 AM
10	Shawn has something that cannot be taught, great attitude and a desire to learn.	8/16/2019 9:41 AM
11	Adrian has been officially hired by Lincoln Properties and we are glad to have him.	8/15/2019 2:10 PM
12	Because of Kaylin's great attitude, personality and willingness to learn, Copt has created a new position for him at the national business park.	8/15/2019 9:53 AM
13	Within the last week Marcus has become more engaged than he ever has before. He is starting to open up. In his defense, we are a loud and aggressive bunch	8/13/2019 5:22 AM
14	As I said several times about her, she is a super dedicated and willing person in her work.	8/13/2019 1:28 AM

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15	none	8/12/2019 6:10 AM
16	none	8/12/2019 5:51 AM
17	Alexis has been struggling a bit since she has been placed at a more permanent location. The Chief she is assigned to has expressed some concerns if she is not engaged with the team at the site. She is beginning to struggle to stay focused. It was suggested she would be better fit with a larger team to continue to keep her engaged in training.	8/6/2019 8:48 AM
18	Shawn has a great future in the Building Engineering field.	8/5/2019 5:32 AM
19	We are very pleased with his performance.	8/5/2019 4:48 AM
20	Adrian has been an excellent intern and we will be hiring him at the end of his internship. He will be working as an entry level maintenance engineer in a class A building.	8/2/2019 9:22 AM
21	None	8/2/2019 1:03 AM
22	Kaylin is an asset to this team and we would be fortunate to have him as a Full time employee.	8/1/2019 12:04 PM
23	Diamante is doing well here at International Square.	8/1/2019 11:47 AM
24	None.	7/31/2019 1:15 AM
25	none	7/30/2019 8:32 AM
26	With the right guidance, Alonzo has the potential to be a good maintenance professional.	7/30/2019 7:42 AM
27	I have found that Shawn possess a positive attitude and a friendly demeanor. His wiliness to learn and work is something someone cannot be taught, you have it or you don't. I believe that Shawn will make a first class Engineer with further experience.	7/26/2019 6:57 AM
28	Diamante is doing good.	7/26/2019 6:53 AM
29	Diamante is doing well.	7/26/2019 5:00 AM
30	need motivation	7/26/2019 4:40 AM
31	Alexis continues to perform well. Currently she is at a single site for a possible full time position.	7/26/2019 4:19 AM
32	Alexis is exceling at the property she has been assigned. The Lead Engineer on the site continues to challenge her and add to her overall experience.	7/26/2019 4:16 AM
33	I would certainly hire Kouame if and when a position became available.	7/19/2019 6:16 AM
34	na	7/19/2019 5:50 AM
35	Nelson continues to be a strong performer with us. He has been very helpful assisting the engineer of our new building in some troubleshooting last week.	7/18/2019 3:01 PM
36	Shawn is a team player and will be a great fit where ever she goes.	7/18/2019 6:09 AM
37	she is a pleasure to work with	7/16/2019 11:22 AM
38	Our team is enjoying the program.	7/15/2019 8:49 AM
39	Shawn has something that cannot be taught, a willingness to work and a great work attitude. Shawn will be a good investment to any Engineer shop.	7/15/2019 8:17 AM
40	Unfortunately, to the security requirements of the buildings Nelson has to be escorted by another engineer so not much opportunity to work solo, but working closely with the other engineers he has been doing very well	7/13/2019 5:45 AM
41	missed 2 days this week due to illness	7/12/2019 9:09 AM
42	Diamante is doing very well so far.	7/12/2019 9:02 AM
43	Alexa seems to be headed in the right direction and will become a great engineer	7/12/2019 8:35 AM
44	Alexa seems to be headed in the right direction and will become a great engineer	7/12/2019 8:32 AM
45	Have seen much improvement in Brandons work ethic in the past two weeks	7/12/2019 8:01 AM
46	none	7/12/2019 7:48 AM
47	Alexis is meeting and exceeding the Chiefs expectations	7/12/2019 7:45 AM

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48	Delonte appears to be a very nice person. Not a go getter. I have challenged him to ask questions no questions asked.	7/9/2019 2:37 AM
49	He works hard, and is learning. He's a good worker. He listens well, and is doing good work. Everything is new to them, so he has to learn it, but he is learning quick.	6/28/2019 7:12 AM
50	<p>Emails between Marcus' supervisor and myself (Internship Manager): Hi Mike, Thank you for taking the time to speak with me regarding the issues you are experiencing with your intern, Marcus Williams. I apologize that you and your team are having to deal with this. To sum up what we discussed, Marcus is:</p> <ul style="list-style-type: none"> • Continuing to arrive to both work and training classes and return from breaks late, after multiple counseling sessions with him. • Showing a lack of motivation and interest. • Causing frustration to his coworkers. • Disappearing from the job site, and has to be searched for by coworkers (found sitting in the shade using his phone.) • Lacking mechanical aptitude. <p>I understand that you would like to give Marcus more time to turn around. As I told you, this is 100% your decision, and we will follow your lead on how you would like to handle this. For now, I will continue to counsel Marcus regarding the lateness issues, and allow your team to continue to discuss on-site behavioral issues with him. Please let me know if you switch Marcus to a new location or supervisor, so I can update my system with the new information. If you decide that it is time to let Marcus go, we may have an intern who would be a great fit for your company. We can discuss that at that time, if it is something you are interested in. Please do not hesitate to contact me if there are any other issues or concerns I can assist with. For the sake of transparency, I am including both Greg White and Marc Fischer on this email, so we are all on the same page. Have a great day, Maia Maia Krapcho Internship Manager From: Mike Reed Sent: Thursday, June 20, 2019 8:07 AM To: Maia Krapcho Subject: RE: Intern Sign In Sheet-June 12</p> <p>Thanks Maia Do you have a spot open for a stationary type position where Marcus can learn in a single building? I have five guys that take care of 19 buildings and we work on everything. It's an extremely fast paced environment and I think he might do better in a single building where things move at a slower pace and everybody is a little more laid back. Thanks Mike Reed Chief Building Technician From: Maia Krapcho Sent: Wednesday, June 19, 2019 8:58 AM To: Mike Reed Subject: RE: Intern Sign In Sheet-June 12</p> <p>Hi Mike, I will be sending out the sign in sheet either this evening or tomorrow morning, but I wanted to let you know that Marcus was 30 minutes late to class this morning. He arrived at 8:28 am. He called me at 8:21 to say that he was in the lobby of the building, but was being told by security that they were unaware of the program. I went down to let him in, but he was not there. I called him, and it turned out that he had gone to the wrong building. He was in the building across the street. Thank you, Maia From: Mike Reed Sent: Tuesday, June 18, 2019 11:31 AM To: Maia Krapcho Subject: RE: Intern Sign In Sheet-June 12</p> <p>Maia Marcus continues to be late every day. I'm trying to be understanding with him because I doubt he has ever had a job where he needs to be at work for 8 hrs /day and show up at 7am. I want to give him a little more time before I throw in the towel. If by June 28th he hasn't improved, I would like to call it quits. He may need to be closer to home instead of driving an hour and also work in a slower paced environment until he gains more experience and maturity. Let me know if he shows up late for class tomorrow Thanks Mike Reed From: Maia Krapcho Sent: Thursday, June 13, 2019 1:21 PM To: Mike Reed Subject: FW: Intern Sign In Sheet-June 12</p> <p>Good Afternoon, I wanted to let you know that Marcus was late again today. He arrived at 8:30 am. We have repeatedly spoken to Marcus about this issue, and asked him to provide us with a plan on how he will change this behavior. I know you told me in a previous email that he was late for the first couple of on-site days, but that it was okay with you. Please let me know if this is now becoming an issue for your company. Thank you, Maia</p>	6/27/2019 7:45 AM
51	Currently i have no issues with Alexa	6/26/2019 5:15 AM
52	Intern works well with others and always has a positive outlook.	6/25/2019 5:49 AM
53	Adrian shows that he wants to work in the field, fairly green but that can get fixed with more hands on experience.	6/24/2019 1:22 AM
54	Our Chief Engineer Kevin Cassidy cannot stop racing about Shawn. He is a quick learner and really appreciates that he takes notes when I take or learning mode	6/23/2019 1:19 PM
55	Kaylin stands out during the in-class trainings as someone who goes out of his way to help any task I need assistance with. If I ask him if he would be able to help with something, he is always willing, and sometimes proactively anticipates my needs.	6/21/2019 1:56 PM
56	On 6/19, Marcus was at least 15 minutes late returning from his 1 hr lunch break. I watched for him for 15 minutes, but then had to do some other work, so I did not see the exact time he arrived back.	6/21/2019 1:26 PM
57	Great guy, wants to learn and always willing to work.	6/21/2019 12:33 PM

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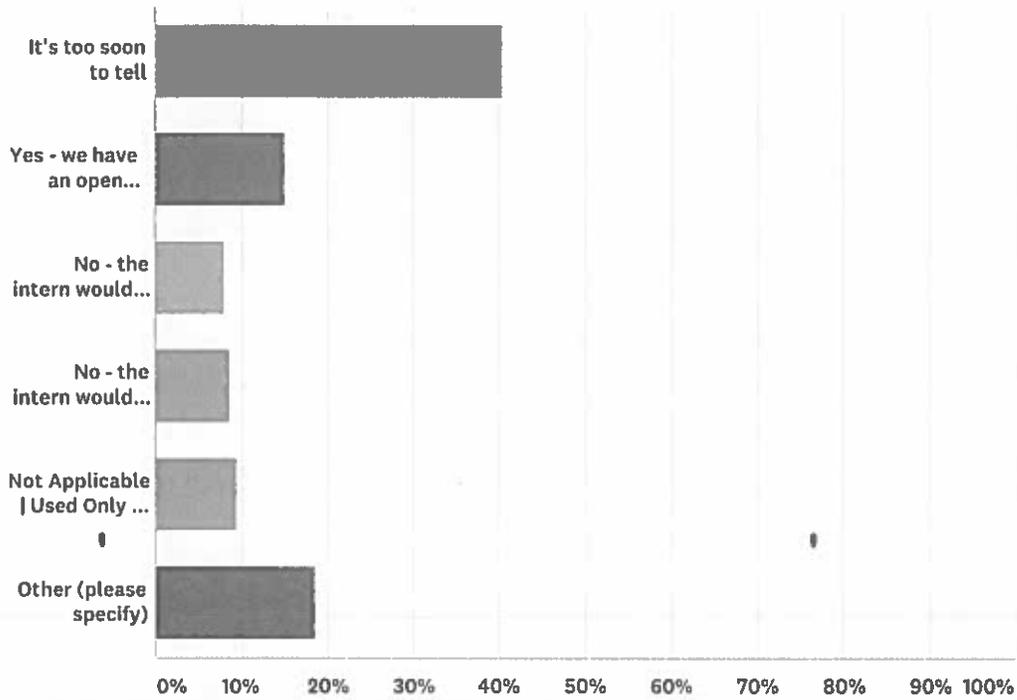
58	Very green in technical skills and knowledge but great attitude toward learning and progressing in the field! He's got potential for sure	6/21/2019 12:13 PM
59	I personally believe that she has great potential, I hope that she always maintains that level on interest that she has presented so far.	6/21/2019 7:43 AM
60	Missed a day due to illness in Famialy. Notified supervisor in early am, well before his start time.	6/21/2019 2:43 AM
61	Kouame is going to be an asset to whichever work place he gets chosen for.	6/20/2019 8:52 AM
62	na	6/19/2019 9:41 AM
63	Alexis has been outstanding in her first two weeks with the firm.	6/19/2019 7:23 AM
64	Marcus arrived 30 minutes late to the June 19 cohort. He called at 8:21 to tell me that he was in the lobby, but security was telling him that they did not know anything about the program. I went to the lobby to let him up, but he was not there. When I called him back, it turned out that he went to the wrong building. He was in the building across the street.	6/19/2019 4:33 AM
65	Received the following email from COPT on 6/18: Maia Marcus continues to be late every day. I'm trying to be understanding with him because I doubt he has ever had a job where he needs to be at work for 8 hrs /day and show up at 7am. I want to give him a little more time before I throw in the towel. If by June 28th he hasn't improved, I would like to call it quits. He may need to be closer to home instead of driving an hour and also work in a slower paced environment until he gains more experience and maturity. Let me know if he shows up late for class tomorrow Thanks Response sent: Hi Mike, I am so sorry about this. I have counseled him numerous times, and emphasized the importance of being on time and ready to start at his assigned start time. I assume you or his supervisor have also been counseling him about this issue. I will absolutely let you know when he arrives tomorrow. Has he been late to the job site every day? When I spoke to him last Wednesday, I informed him that we had received a phone call from his girlfriend on Tuesday morning (6/11) letting us know that he was going to be an hour late for work. He said that this was incorrect, and that he was on time on Tuesday. No lateness is acceptable. I am just trying to determine if he is sharing accurate information with me. If you would like to give him until June 28, we understand. I did also want to let you know that we do have some alternate interns we can offer you to replace Marcus, if you prefer to do this. The decision is up to you, but I wanted to make you aware of that option. We certainly want this experience to be a good one for your company. Let me know your thoughts, and I will be happy to provide more information. Again, I am sorry that you are having to deal with this issue. Have a great day, Maia	6/18/2019 1:06 PM
66	The following email was received on 6/18/19 from MRP: Hello Erika and Glenn: Erika – I spoke to Glenn Hugo about this already, but the AOBA intern here at Washington Harbour isn't working out as we hoped. Some of the following incidents have occurred with our engineering group while DaeQuan has started. Per our Engineers: • DaeQuan would go into the engineering office on P1 proceed to sit in Ian's chair and fall asleep. Henry has been in the office with him when this occurred. Not during his lunch hour. • Bradley and DaeQuan were working on a list from Kelley Drye (tenant space) for lights out. While in an office (attorney) there was a box on the desk while Bradley was in the ceiling changing out the light he looked down and saw DaeQuan pick up the box, open it, look at it, close the box, and place it back on the desk. It ended up being a piece of jewelry. Bradley went on to tell him – no, no... do not do that. This incident alone he should be removed from our property. • Capital Group (tenant space) had lights out. Engineers went to the space and immediately DaeQuan sat in one of their chairs. Engineer asked him to pass the ballast while sitting on the tenant's chair and DaeQuan proceeded to roll over in the chair to hand the ballast to the engineer. Engineers mentioned to him that we are not to sit on tenant's furniture. • Today Leo and Kerin (maintenance techs) were cleaning/organizing an engineering room on mezzanine level they asked DaeQuan to help sweep the room. DaeQuan said he didn't want to sweep. Not sure if he ended up sweeping or not. • While with Bill Ball in the Kelley Drye space (tenant) changing out lights. DaeQuan was trying to grab drinks out of their refrigerator – Bill told him you can't do that in a tenant space. • Engineers are taking their time out of their day to train/teach our AOBA intern and he doesn't want to take notes or ever seems interested. We would like to dismiss him from this property and have an intern on site who would like to be taught/trained in the engineering field. Washington Harbour is one of the best properties to be trained in the engineering field and it's just not fair to have an intern who doesn't seem interested or respecting the tenant spaces. If you have any questions or need additional information, please let me know. Thank you, Kim	6/18/2019 1:02 PM

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67	<p>Marcus was 30 minutes late to the in class training on 6/12/19. He has been late to all 3 of the in-class trainings to date. I spoke with Marcus after the class, and again told him that lateness is unacceptable, that he is being paid for these training sessions, and that these dates are work days. I also spoke to him about information we received from his employer stating that he was late for the first two days of employment on site, and the fact that we received a call from his girlfriend on 6/11 stating that he was going to be an hour late to the job site. When asked if he had contacted his supervisor about this to make him aware, we were told that he probably had not, since he was driving. In response to my counseling on 6/12, Marcus informed me that he was not late to work on 6/11, but said he had no excuse for his late arrival on 6/12. After the 6/11 phone call, I emailed Marcus asking him to send me a written plan for how he was going to ensure that he arrived to both work and training on time in the future. I asked him to send this to me by 6 pm on 6/12. During our counseling session on 6/12, I reiterated my need for a written plan by 6 pm that evening. I emailed Marcus again on 6/12 at 7:15 pm to remind him that I had not received the information. As of 6/17, I have not received a response from Marcus regarding the requested plan.</p>	6/17/2019 10:48 AM
68	<p>Kevin was 40 minutes late to the first session of in-class training (6/6). However, he left me a voice mail to let me know he was caught in traffic from an accident. He also took the responsibility to email his supervisor to let him know what happened, apologize for the lateness, and ensure him that it would not happen again. As of 6/12, he has been on time for all subsequent in-class trainings.</p>	6/12/2019 4:55 AM
69	<p>DaeQuan is a graduate from the SOME CET program. Shara and Maia have scheduled a call with Revon from SOME to discuss these issues, and seek assistance with changing the behavior immediately. DaeQuan's success in this program is dependent on his ability to fully commit to the process.</p>	6/7/2019 4:12 PM
70	<p>Marcus was late again on the second day of the internship. The first day, he was 2 hours, 20 min⁹ late. Today, he was 2 hours late. Neither day did he call to inform us that there were any issues. On day two, his excuse was that he went to NE instead of NW. When I called him, he told me he was 5 minutes away, but didn't arrive for another hour. Schedule has address, and text message was sent night before with address as well. Upon arrival, Marcus did not acknowledge anything had happened. Shara spoke with him after cohort, explaining that this behavior is unacceptable, and will not be tolerated again.</p>	6/7/2019 3:13 PM
71	<p>Marcus arrived at 10:20 am. Did not call to let us know of issues. When we reached him, he stated that he accidentally went to the same address in Baltimore instead of DC, but did not notice until he arrived. Wrote 10 am on the sign in sheet. I corrected. Both Shara and I had a conversation with him, explaining the importance of paying attention to directions, preparing the night before, etc. Strongly suggested sending an email to supervisor apologizing for lateness. He was apologetic, and said it would not happen again.</p>	6/7/2019 7:12 AM

Q16 Do you intend to hire this intern at the end of the internship?

Answered: 139 Skipped: 0



ANSWER CHOICES	RESPONSES
It's too soon to tell	40.29% 56
Yes - we have an open position, and the intern would be a good fit	15.11% 21
No - the intern would be a good fit, but we don't have an open position	7.91% 11
No - the intern would not be a good fit	8.63% 12
Not Applicable Used Only by AEF Staff and NAPEEF Instructors	9.35% 13
Other (please specify)	18.71% 26
TOTAL	139

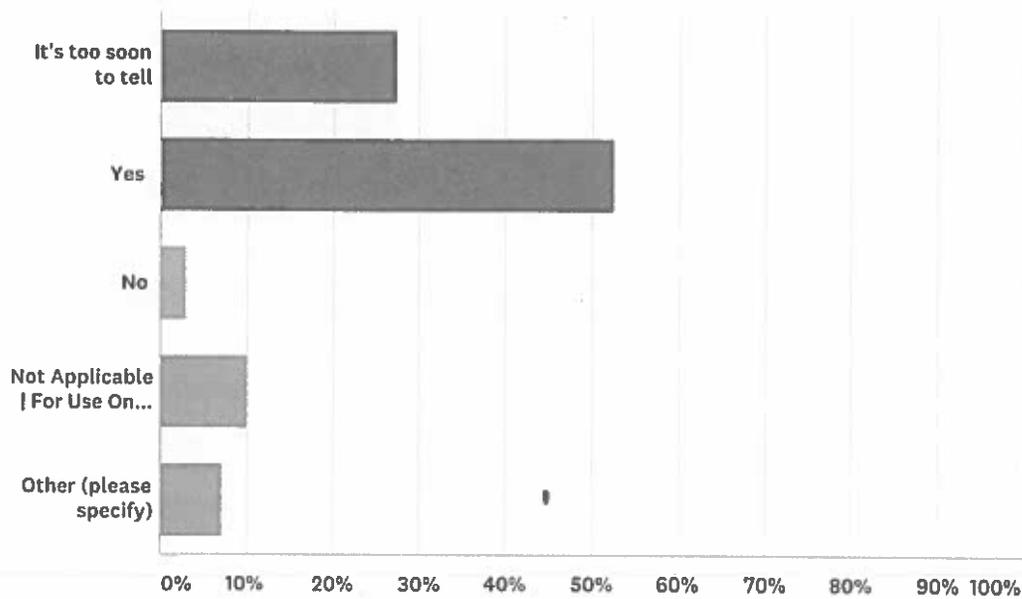
#	OTHER (PLEASE SPECIFY)	DATE
1	I'm not involved in the hiring process.	8/16/2019 2:28 PM
2	I believe that Boston Properties will hire Shawn.	8/16/2019 9:41 AM
3	It's not my decision	8/12/2019 6:44 AM
4	I'm not involved in the hiring process.	8/12/2019 6:34 AM
5	HR handles the hiring process for us.	8/2/2019 3:28 PM
6	no we are looking for someone with a high skill level	8/2/2019 10:14 AM
7	Upper management is working out logistics now	8/1/2019 12:04 PM
8	Not hiring manager	7/30/2019 8:55 AM
9	I am not in the position to determine if he can be hired or not, HR handles the hiring process for all the properties.	7/30/2019 7:42 AM

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10	I hope MRP open a position for her.	7/29/2019 3:07 AM
11	I have recommended that Boston Properties place Shawn in an open position at the end of his apprenticeship.	7/26/2019 6:57 AM
12	I do not have the final say but i would encourage the idea	7/26/2019 1:40 AM
13	My management wants to hire Kaylin, but we are waiting on approval for the new position from above. The word is that even if my group cant add him now, they will find him a position with another chief. He has made a great impression on everyone here.	7/18/2019 10:44 AM
14	I am not the one who decides to hire new staff but if they ask me I will definitely approve	7/18/2019 6:19 AM
15	I am not the hiring manager	7/18/2019 6:09 AM
16	I'm working with my supervisor to create a new position so we can keep Kaylin.	7/15/2019 9:35 AM
17	Management has shown an interest in placing him at one of our other properties.	7/15/2019 8:17 AM
18	Still too soon to tell but i'm very certain we will be giving Alexa a offer	7/12/2019 8:35 AM
19	Still too soon to tell but i'm very certain we will be giving Alexa a offer	7/12/2019 8:32 AM
20	If at the end of his time with us if we have a position open we would definitely hire Kouame.	7/9/2019 5:11 AM
21	The hiring process is handle by our human resources department, not by individual properties.	7/3/2019 10:44 AM
22	I do not have the final say so but if i did i would love to hire Alexa	6/26/2019 5:15 AM
23	I am not the hiring manager	6/25/2019 6:05 AM
24	i would hire in a heartbeat. We currently staffed at 2000 Penn but he would be able to fit at any building.	6/21/2019 12:33 PM
25	I would like to if our upper management approves the position.	6/20/2019 11:32 AM
26	If we have a open position we will definitely hire Kouame	6/20/2019 8:52 AM

Q17 Would you recommend this intern for employment with the other internship sponsors?

Answered: 139 Skipped: 0



ANSWER CHOICES	RESPONSES	
It's too soon to tell	27.34%	38
Yes	52.52%	73
No	2.88%	4
Not Applicable For Use Only by AEF Staff and NAPEEF Instructors	10.07%	14
Other (please specify)	7.19%	10
TOTAL		139

#	OTHER (PLEASE SPECIFY)	DATE
1	Kayla has some promise as a technician, but needs to improve her work ethic and increase her drive and curiosity. These are essential qualities in a building engineer. I believe she has some raw talent but that she is insufficiently motivated to develop that talent.	9/4/2019 9:48 AM
2	we have made an offer to bring him onboard	8/30/2019 5:22 AM
3	As long as the job is closer to his home.	8/22/2019 11:38 AM
4	Kayla is targeting her job search in the residential sector, and this would be a better fit for her at this stage.	8/19/2019 4:19 AM
5	no We want him	8/16/2019 10:17 AM
6	Kayla has a long way to go before she is ready for an entry level maintenance position. I believe she will get there if she puts in the effort, but she's not ready yet. She has expressed an interest in working in a residential setting and that may be a good starting point for her.	8/2/2019 11:22 AM
7	If Boston Properties does not place Shawn then yes.	7/26/2019 6:57 AM
8	No, since we want to hire him at the end of the program.	7/15/2019 8:49 AM
9	Only if we cannot place him.	7/15/2019 8:17 AM

10

I'm hoping to hire Kaylin here, but if the position is not approved with my group, I would recommend him to others.

6/20/2019 11:32 AM

EXHIBIT 7 | PARTNERS AND SPONSORS

Instead of working directly with a single partner to help us recruit interns, AEF has chosen to work with several partners to fulfill this role. Here is a representative sample of the partners with whom we are working for the 2019 internship program:

- **Higher Education Institutions**
 - University of the District of Columbia (UDC)
 - Prince George's Community College (PGCC)
 - Montgomery College (MC)
 - Northern Virginia Community College (NVCC)
 - Frederick Community College (FCC)
 - Community Colleges of Baltimore County (CCBC)
- **Adult Learning Organizations**
 - National Association of Power Engineers Educational Foundation (NAPEEF)
 - Lincoln Tech
 - Potomac Job Corps Center
- **Community-Based Programs**
 - So Others Might Eat (SOME) Center for Employment Training (CET)
 - Downtown BID
 - Shelters to Shutters
 - N Street Village
 - Project Jump Start
 - New Futures
- **High School Programs**
 - Eastern High School (DC Public Schools)
 - Edison High School (Fairfax County Public Schools)
 - Fairfax High School (Fairfax County Public Schools)
 - James W. Robinson Secondary School (Fairfax County Public Schools)
 - Dominion High School (Loudon County Public Schools)

Based upon our extensive research with potential employers, we are also working to develop programs to specifically target a wider range of candidates in the future, including:

- Students enrolled in college and trade school programs in HVAC, plumbing, electric, and building maintenance
 - Long term, we might explore expanding our reach to include high school – and potentially even middle school – students.
- SkillsUSA and similar programs
- Career changers
- Military veterans and their spouses – particularly those whose Military Occupational Specialty (MOS) offer a direct and tangible benefit to building owners/managers (for example, boiler mechanics, generator mechanics, and refrigeration mechanics)
- Non-traditional candidates and “opportunity” job seekers, including:
 - Retirees
 - Women (who are under-represented in the field)
 - Minorities
 - Displaced homemakers
 - Low-income/low-skilled workers
 - Individuals with disabilities (where reasonable accommodations can be made by an employer – due to the nature of the physically demanding work, developing accommodations can sometimes be challenging in this career path)
- English language learners

Employer Partners

The Foundation works closely with the Apartment and Office Building Association of Washington, DC (AOBA), a trade organization that is affiliated with both BOMA International (representing commercial building owners and managers) and the National Apartment Association (NAA) (representing multifamily building owners and managers). Although we are not affiliated with AOBA, one of the things that sets the AOBA Foundation apart from other workforce development initiatives is that we are able to leverage AOBA's connection to owners and managers of more than 200 million square feet of commercial office space and 300,000 multifamily units in Metro DC.

The following employers sponsored interns for our 2019 Summer Internship Program:

- Akridge
- Blake Real Estate (2)
- Borger
- Boston Properties
- Carr
- COPT (3)
- JLL
- Lincoln Property Company
- Monday Properties (2)
- MRP Realty (4)
- Polinger (2)
- Quality Air Services
- Stonebridge
- Stream Realty
- Tishman Speyer
- Van Metre
- WC Smith

**DC Workforce Investment Council, FY2019 Strategic Industry Partnership Grant**

Name of Applicant: Byte Back	
Legal Name: Byte Back, Inc.	
Address: 899 North Capitol St. NE, Suite 850	
City, State, Postal Code: Washington, DC 20002	
Phone: (202) 529-3395	
Person Completing Report: Margot Nitschke	
Title: Grant Compliance Specialist	Date of Report: October 15, 2019
Email: mnitschke@byteback.org	Phone: (202) 846-6888

NARRATIVE

A. Results/Outcomes

1. Describe the progress made toward the goals and objectives of this specific grant.

Byte Back's goals and progress for the Workforce Investment Council grant are highlighted below.

- **Goal:** 20 clients will enroll in IT Training at Byte Back.
- **Progress:** 20 clients have enrolled in IT Training at Byte Back through the WIC grant.
- **Goal:** 85% will complete training and earn an industry-recognized certification.
- **Progress:** 11 learners have earned an industry-recognized certification. We are working closely with 6 additional learners who plan to retake their exam within the next few weeks. Byte Back can provide an addendum report on progress after this.
- **Goal:** 70% of clients will enter employment with average starting wages between \$15-\$18.
- **Progress:** Currently nine learners have secured employment. After learners completed their courses and internships, we employed two career coach temps who dedicated two weeks of intensive career readiness training. We will continue to support learners in achieving employment.
- **Goal:** 10 of the clients entering employment will first be placed in an internship with a paid stipend through Byte Back's matching grant from TD Bank.
- **Progress:** 12 learners (10 CompTIA A+ and 2 Microsoft Excel) participated in internal, paid internships.
- **Goal:** Engage IT sector partners in two EPIC industry sector convenings.
- **Progress:** Byte Back hosted its quarterly EPIC industry convening on June 10 and was chaired by Symposit President Bobby Bermudez. The next convening will be held this fall to continue gathering information and insight into the Washington, DC tech community and workforce.
- **Goal:** All industry sector partners will participate and lead a topic in at least one industry education session and/or employer – student engagement session.
- **Progress:** Companies have engaged individually and as a whole body at the annual Community Tech Day. Industry education sessions continue to be offered and are available to the WIC grant enrollees.

a. What activities were conducted?

Recruitment and Enrollment

Since receiving the WIC grant, Byte Back has recruited low-income DC adults to a CompTIA A+ and a Microsoft Office Specialist (MOS) Excel class, leading to 20 enrollments in the classes. Recruitment for each class came from course completion and advancement at Byte Back, with most learners in A+ coming from a lower-level CompTIA IT Fundamentals course and MOS Excel learners advancing from lower-level Computer Foundations training. Even advancing from these other class levels, each learner went through the placement test, occupational research assignment, and phone interview with Byte Back's team before beginning the class to ensure they are ready for the intensity of certification courses and are job seeking in the career field these certifications lead to in the DC community.

Training

The MOS Excel class began on May 20 and the CompTIA A+ class began on May 28 with the courses following the curriculum materials shared in the grant proposal. Both classes were then automatically enrolled in a two-week job readiness training curriculum. The curriculum addressed key soft skills that employers recently identified as high need to Byte Back through the Education Partnership for IT Careers (EPIC) employer surveys. The Career Skills curriculum was taught by the classroom instructor after receiving training and support from the Byte Back career services team.

In addition to traditional classes, learners prepared for their internships with Labs. Labs are a regular part of the class schedule, specifically with hardware and software requirements for A+ learning. The Byte Back lab is fully operational for learners in these classes. This spring, Byte Back leveraged the WIC Equipment

budget to acquire a diverse range of software and hardware that improved the adult student's learning experience. Learners worked with cable management tools, KMB switch crimpers, iPads, and Chromebooks, taking the A+ classroom beyond pictures. The organization also offered opportunities to learn about the IT field outside of the classroom, thanks to industry-sector partners. Learners had an optional tech tour to Capital One in Northern Virginia and a tech tour of Micro Center Tech, where learners were able to see other A+ certified people working on computers, utilizing the skills they are learning in classes.

Support Services

As learners began their WIC classes, they identified potential barriers to their success – whether personal, financial, or barriers outside of their control. At that time, the student success coordinator met with the learners identifying barriers in a one-on-one setting to help plan a path to success, whether with additional services referrals, regular check-ins with Byte Back staff, or through transportation assistance in the form of SmarTrip metro cards to reduce the cost barrier of travel.

b. What impact did you have?

Byte Back's cohesive pathway aims to introduce learners to IT knowledge, immediate wage increases, and long-term economic mobility. Currently 11 learners have earned certifications in MOS Excel and CompTIA A+ and six learners are preparing to retake their exams. Nine learners have already earned job titles like Systems Engineer and Warehouse Audit Technician with an average \$19,227 annual income difference since taking their first Byte Back class (*from underemployment or benefits wage beginning*). The IT field offers stability and economic mobility. Learners' wages will only increase as they build their IT work experience. The impact of breaking cycles of poverty begins with accessible education at Byte Back.

c. Describe job placement and/or advancement strategies and activities attained during this period.

The MOS Excel class and CompTIA A+ class completed a Career Skills training curriculum. The curriculum addressed key soft skills that employers recently identified as high need to Byte Back through the Education Partnership for IT Careers (EPIC) employer surveys. The organization also strategically offered individualized career readiness meetings after course completion, so learners would be able to dedicate more time and energy to their job search. The two career coach temps dedicated two weeks to intensive job readiness training, with full 9-5 availability for student meetings. They offered four "Job-Labs" and drop-in sessions. They also compiled job leads, conducted nine one-on-one resume update meetings and two mock interview sessions.

d. What key activities still need to be implemented?

While training has finished in the classroom, six learners are preparing to retake their certification exams. They are receiving personalized support and Byte Back is confident in their chances at success. The organization also will continue to offer individualized career readiness meetings with a career coach.

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.

Byte Back didn't anticipate the huge impact that the internship would have on student learning. The program allowed learners an additional stipend and IT work experience. The internship coordinator explained that, "For many learners, the opportunity allowed them to focus on IT instead of trying to put food on the table." One student even explained that being a part of the internship allowed him the financial security to give notice at his job and focus his efforts on searching for an IT career. He's now employed as a warehouse audit technician at industry-sector partner Wisetek.

3. Collaborations related to the work funded by this grant and how it impacted efforts.

Byte Back achieves impact in all of its classes through strong partnerships for program support (and with its employer engaging industry council). Referrals to the WIC classes were led by long-time partner and collaborator DC DHS and its SNAP E&T program. Laptop donations for EPIC program participants were provided by Blackboard. McGraw-Hill is partnering to supply its online learning tools for free, ensuring access to additional Office Suite study tools for Excel learners and [Sorcerero](#), a local AI company, is partnering to provide its AI messaging tool for free. With Sorcerero, an AI bot is trained using Byte Back's slides, textbooks, and instructor notes allowing learners in the A+ class to text questions to it at any time for quick responses as they study outside of class. Other higher-ed partnerships, Saylor Academy and Nexford University are in development and would allow graduates to take the certifications they have earned and apply them to continuing education opportunities online while maintaining full-time IT employment.

B. Performance Metrics

1. Measure skills gains

- a. 6 learners earned their CompTIA A+ certification
- b. 5 learners earned their MOS Excel certification

2. Enrollment

- a. Total number of participants who were enrolled in the training: 20
- b. Total number who successfully completed the training: 11

3. Curriculum materials and class materials/documents

Byte Back's curriculum materials (*provided in the application*) are all aligned with the industry-recognized certifications. The curriculum ensures learners are prepared to test and pass the [A+ exam](#) and Byte Back provides learners CertMaster testing practices and access to [Professor Messer's Notes](#). This year we also offered learners an online virtual lab environment called Core 2 virtual lab, that replicated the experience of working on multiple types of operating systems. MOS Excel curriculum (*provided in the application*) likewise is aligned with Microsoft's published information regarding the MOS Excel certification exam.

4. Student roster

- Aretina Washington (Excel)
- Andrea Miller (Excel)
- Giselda Culler (Excel)
- Dacia Joli Tett-Coxe (Excel)
- Marina Akud (Excel)
- Mark Overybey (Excel)
- Marcy Thurston (Excel)
- Eloise Campos (Excel)
- Ava Richardson (Excel)
- Isabel Quijada Lopez (Excel)
- Kieta Finville (A+)
- Lawrence Gaston (A+)
- Christopher Charles (A+)
- Edmund Price (A+)
- Cassandra Lewis-Garrett (A+)
- Tamara Waller (A+)
- Stanley Randolph, Jr. (A+)
- Timothy Weatherly (A+)
- Cheikh Moussa Bengue (A+)
- Jamelia Cavanaugh (A+)

5. Industry-recognized certificate by the end of training

11 learners earned industry-recognized certifications by the end of training

6. Placement rate (*total number of participants placed in unsubsidized jobs*)

9 learners secured employment (*Byte Back can provide addendum as the others enter employment*)

C. Workforce Plan

1. Describe the activities the partnership undertook to address the identified workforce skill needs in the information technology industry. Identify the number and type of participants (e.g. jobseekers, incumbent workers) that were served.

Byte Back has worked with 20 low-income, job seeking participants through the WIC grant and is guiding them toward industry-recognized certifications and living-wage careers.

The EPIC partnership is continuing its work in identifying tech and IT needs and bringing DC community leaders together with its quarterly partnership convenings. The second quarter convening was hosted by Byte Back on June 10 and the third quarter convening was originally scheduled for mid-September but has been rescheduled for this fall by employer request. The June convening, chaired by Symposit President Bobby Bermudez, brought together 20 participants to discuss the IT workforce, the security clearance process and its barriers, and building an internal internship/apprenticeship program. The EPIC convenings are critical in helping Byte Back understand the workforce, better prepare its learners for IT industry careers, and partner with local employers to move graduates into careers. The IT industry was also engaged through a tech tour at Capital One and Micro Center Tech for learners and through industry engagement sessions.

2. What strategies (such as training and placement) were utilized?

The grant plan progressed successfully throughout the year. Byte Back guided learners through sequential Career Skills training, course work, IT industry site visits and finally internships. The organization offered individual tutoring and career readiness support throughout and increased this as learners prepared to take their exams and search for jobs. And, Byte Back engaged in meaningful collaborations across the IT sector.

D. Lessons Learned

1. Describe what you learned from the results/outcomes in Section A above and what programmatic/organizational changes you will make based on your results/outcomes.

Our most impactful lessons were regarding the success of the pilot internship program. While we had full participation from the A+ class, there was less interest from the Excel class. As the internship is built into the curriculum, Byte Back will advertise the opportunity sooner so interested learners can arrange their schedules accordingly.

2. Did external or environmental factors affect the achievement of your organizational goals or the anticipated timeline? If yes, what did you do to address these issues?

Since the departure of our long-time career development coordinator, our team has benefited from consistent career coach temps. We're still searching for the right fit to fill the career development coordinator role. Though learners have had consistent access to career services, we believe a consistent point of contact will improve our future job placement outcomes. To ensure there was no lapse in services for the WIC grant, or any other grant, the coordinator trained four key instructors on the job readiness curriculum and Byte Back has brought on a career coach temp to help with job development as a full-time replacement is hired.

E. Future Plans (n/a for interim report)

Based on the success of our internship program, we hope to expand internship opportunities to more courses. Next year we plan to offer 2-3 internship opportunities allocated to each CompTIA A+ class. We also hope to expand the internship program to include Outlook learners in addition to Excel learners. For both programs we would like to build external industry partnerships to facilitate internships off site. This would offer additional exposure to another environment.

F. Other Comments

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

To ensure a quality report, allowing for five-six pages on the longer final narrative would be helpful.

DC Workforce Investment Council

FY2019 Strategic Industry Partnership Grant

Period: May 16 – September 30, 2019

Name of Applicant:	DC Central Kitchen		
Legal name, if different than above:			
Address:	425 2 nd Street, NW		
City, province, postal code:	Washington, DC 20001		
Phone:	(202) 847-0220		
Person completing this report:	Alexander Moore		
Title:	Chief Development Officer	Date of Report:	10/15/2019
Email:	amoore@dccentralkitchen.org	Phone:	(202) 847-0220

Narrative:

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:

Under this RFP, we committed to enrolling at least 23 participants, producing at least 20 graduates, and placing at least 15 in jobs between 3/1/2019 and 9/30/2019. **We well exceeded each of those targets.** In just the second half of this grant period (from May 16 – September 30) we served two classes of Culinary Job training (CJT) students with WIC grant funds: Class 119 and Class 120. Class 119 graduated on July 19, and Class 120 graduated on September 18. Each student who made it to week 9 of the program was connected to a professional internship, allowing for close industry partnerships and ‘first-choice’ hiring opportunities for internship site partners. Internship partners included:

Nando’s Peri-Peri (designated pipeline partner)

Founding Farmers (designated pipeline partner)

Farmers & Distillers (designated pipeline partner)

Farmers Fishers Bakers (designated pipeline partner)

Fairmont Hotel
Old Ebbitt Grill
Mess Hall
Key Bridge Marriott
The Line Hotel

The Ritz Carlton Pentagon City
ECO Caterers
Canopy by Hilton
Sodexo (three sites)
Holiday Inn Capitol Hill

b. What impact did you have:

Class 119's WIC grant participants achieved a 79% completion rate (15 out of 19 individuals who enrolled completed the program), and **program graduates achieved an 87% job placement rate**. Class 120's WIC grant participants also posted a 79% completion rate (15 out of 19 individuals who enrolled completed the program), and since their graduation less than a month ago, five students have already secured employment. Across the entire grant period, all students who have had a full two months to search for jobs with our assistance have attained an 83% job placement rate.

c. Briefly describe job placement and/or advancement strategies and activities attained during this period.

Job placement and employment readiness are an integral part of the Culinary Job Training program. Our employment readiness work begins early during a student's tenure, from soft skills training to resume writing and mock interviews. We incorporate digital literacy and the competencies of the National Restaurant Association's Education Foundation's forthcoming Restaurant Ready soft skills credential training into instruction. This process culminates in a professional internship, guided job search activities, job interviews, and ultimately job placement, all drawing on our robust network of industry partners.

Notably, DCCK now works to go beyond job placement and focus on career pathways. Our post-graduation career pathways advising services have become more robust and comprehensive during the grant period. When data showed that 64% of our previously incarcerated students have no credit score and 72% have past-due debt, our staff underwent training to provide improved credit counseling services to our graduates; since we know that some employers do use credit scores in vetting candidates, addressing this challenge is a powerful contribution to our career support activities. We also help graduates think about how to demonstrate their readiness for a promotion through earning additional certifications, seeking out employer-sponsored trainings, and targeting upskilling opportunities that are valued by their employer. Among graduates who completed training and secured employment in the first half of this grant period, we have already recorded 5 wage increases, averaging \$1.25 per hour.

d. What key activities still need to be implemented?

DCKK successfully delivered all vocational training, job readiness training, and internship coordination services to each eligible participant who progressed through our program. Two primary activities remain ongoing. First, we continue to provide job placement services to program graduates who have not yet secured employment. Second, we provide career pathways advising services to all graduates who voluntarily participate in these free services, helping them update their career goals, identify continuing education and upskilling opportunities, and access financial counseling including credit building and homeownership preparation services. Finally, we began our next class of students, Class 121, with 25 DC residents on September 30th, 2019.

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

DCKK had the opportunity to collaborate with the Aspen Institute to better understand the impact of career pathways through application of the new Cost of Turnover Tool. Our collaboration was profiled [here](#). We found that our strategy of linking full-time hours, fair and transparent schedules, and comprehensive benefits significantly curbed turnover, and with this tool, we could demonstrate the return on investment for these types of practices in the hospitality sector. When presenting on a workforce development panel at the Chesapeake Food Summit in October 2019, Farmers' Restaurant Group co-owner Dan Simon stated that the return for his business when hiring DCKK graduates was six times greater than hiring the average applicant, thanks to improved retention, strong soft skills, and ongoing support from DCKK. We also recruited Mr. Simon to join the WIC's Career Pathways Task Force on the Hospitality Sector Working Group, and worked with him when the DC Food Policy Council engaged DCKK in developing a best practice guide for food sector employers seeking to provide career pathways and hire more District residents; this guide will be released in the next month.

In an effort to work effectively across the District's workforce system, we collaborated with other key stakeholders at the Department of Human Services and Department of Employment Services to provide coordinated services to residents. Our WIC grant helped provide additional job placement and career pathways services to SNAP recipients on their path to self-sufficiency and received "Excellent" ratings" from DHS's SNAP Employment and Training Program for our quality of services, timeliness of performance, cost control, business relations, and customer satisfaction. We also worked with DOES to expand our enrollment of Project Empowerment participants in Class 120. This collaboration offered a significant learning curve for both partners as we learned how to best refer participants, set expectations for staff and residents, and coordinate services and tracking procedures. While Class 120 has been on the job market for less than a month, we are seeing somewhat slower results in securing initial placement for Project Empowerment participants; we are continuing to work with these residents and DOES to understand how our job placement services can best serve individuals who are receiving additional stipends from Project Empowerment and may approach their job search with a

different timeline and different considerations than our traditional student population. We have enrolled a smaller number of Project Empowerment participants in our September class (Class 121) and early results have been encouraging, so we are optimistic about the future of this coordinated partnership.

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

As part of this grant, we identified four potential ‘pipeline’ hiring partners: Farmers’ Restaurant Group, Nando’s Peri-Peri, Compass USA, and ThinkFoodGroup. Of these, we have seen the most progress with Farmers’ Restaurant Group, which hosted interns at three different sites and hired a total of 2 individuals full-time. Farmers’ co-owner Dan Simon visited each class to deliver a punctuality/time management training, helping to cement this strong relationship and ensure buy-in to this partnership across his restaurants. While this pipeline collaboration yielded significant results, we found that each partnership was different and progressed on different timelines. Despite Compass USA’s encouraging early efforts to conduct on-site interviews and job fairs at our training facility, the Federal government shutdown forced a hiring freeze at their company that they still have not recovered from. Meanwhile, both Nando’s and ThinkFoodGroup’s Beefsteak concept took time to align their hiring practices with our schedules, and ultimately decided that DCCK’s new, alternative training program for young adults in Ward 8, which includes front-of-house training in a live café environment, was a better initial fit for their business needs and we instead focused hiring efforts there.

While these relationships varied in their initial impact, we also cultivated a pipeline connection with the District Wharf/Hoffman Madison Waterfront, which is now leveraging its connections to facilitate internships and jobs for our graduates at their array of restaurants and hotels; current partners include Hilton, Hyatt, and Entertainment Cruises, with more to come in the month ahead. Finally, DCCK also listed ourselves as a committed hiring partner in our application, committing to hire 3 to 5 of our own graduates during the grant period; we successfully met that target, hiring 4 program graduates to support our social enterprise portfolio; each position filled by these DC residents is full-time, providing wages above the DC living wage, with 100% of health insurance costs paid for, and a 401(k) account that matches up to 4% of salary.

B. Performance Metrics:

	March 1-May 15 (Class 117 and 118)	May 15- September 30 (Class 119 and 120)	Grant Period Total
Enrolled	33	38	71
Received Industry Recognized Credential	19	30	49
Completed Internship	21	30	51
Graduated	21	30	51
Job placement	17	20 (87% placement for residents with our usual 2 months of job seeking assistance; 10 remaining jobseekers have only been on the job market for less than a month)	37 (83% placement for residents with our usual 2 months of job seeking assistance; 10 remaining jobseekers have only been on the job market for less than a month)

Please see attachments for: Signed Student Agreement
 Student Roster
 Signed Internship Agreements
 National Certifications
 Graduation Certificates

C. Workforce Plan

1. Describe the activities the partnership undertook to address the identified workforce skills needs in the hospitality industry. Identify the number of type of participants (e.g. jobseekers, incumbent workers) that were served.

DC Central Kitchen’s Culinary Job Training program works closely with partners in the hospitality and restaurant industry to ensure that our curriculum keeps pace with the ever-changing demands of this sector. Through partnerships with the National Restaurant Association Education Foundation and the American Culinary Federation Education Foundation we ensure that our training meets rigorous industry standards and equips participants with nationally recognized industry credentials. We also expanded our digital literacy training in response to employer feedback regarding our graduates’ ability to communicate effectively in the workplace via email and other means. Collectively, 51 eligible DC residents (jobseekers facing significant barriers to employment) completed our program during the grant period – nearly double our projected total in our original grant proposal.

D. 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.

Should the WIC or other agencies invest in pipeline projects of this sort in the future, we would encourage a flexible approach that incentivizes employer buy-in while allowing for longer timelines as collaborative processes are built. Each company's hiring practices and timelines are different and syncing those varying protocols with a training provider's service delivery schedule takes time, as does building trust as a provider works to streamline hiring referrals and simplify administrative efforts for hiring partners. Staff turnover at either partner (be it the training provider or hiring partner) can also slow progress. Successful projects would also recognize the complexity of 'match-making' between employers with diverse needs and residents who have their own individual career goals, strengths, and challenges/considerations (e.g. transportation, commuting time, childcare). Given that complexity, a large number of both employment partners and job seekers is necessary to ensure sufficient overlap and alignment between all parties.

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

The government shutdown effectively closed out one of our planned pipeline hiring partners; this negative result was especially disappointing, as it was an institutional foodservice company, and these types of positions are, in our view, an ideal fit for many of our graduates who may otherwise struggle with the varying schedules and weekend/evening hours of restaurants. Additionally, our primary limitation to serving more District residents is our facility; because we are headquartered in the basement of a quickly degrading homeless shelter, we simply do not have the physical space needed to enroll and effectively serve all the residents who wish to participate in our program. We sincerely hope the WIC and other DC partners will help us find a new home as soon as possible.

Workforce Investment Council
2235 Shannon Place, SE, Suite 3031 1 Washington, DC 20020
FY2019 Strategic Industry Partnership Grant
Final Report

Name of Applicant: Goodwill of Greater Washington (Goodwill)	
Legal name, if different than above: Davis Memorial Goodwill Industries	
Address: 2200 South Dakota Avenue NE	
City, Province, Postal Code: Washington, DC 20018	
Phone: (202) 715-2603	
Person completing this report: Miranda Zola	
Title: Institutional Giving Manager	Date of Report: October 11, 2019
E-mail: Miranda.Zola@dcgoodwill.org	Phone: (202) 719-1287

NARRATIVE

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.):

Goodwill's over-arching goal as related to our grant is to provide under- and unemployed DC residents with the technical and soft-skills training and placement services to enable them to secure employment in the Security and Protective Services sector. Specific stated objectives to be achieved during the grant period include: 1) enrolling 20 DC residents into Goodwill's Security and Protective Services Training Program; 2) graduating 17 students (85%); and 3) placing 12 students (75%) into employment. We have exceeded both our enrollment and graduation goals, having enrolled 57 DC residents during the grant period, with 49 of those enrolled graduating with industry-recognized credentials and certifications. Do date, we have also placed 27 of these graduates into employment, and expect to secure additional placements in the coming months. To date five individuals placed between April and June have qualified and successfully made their 90 day retention. Two graduates placed in June changed employers which changed their 90 days retention threshold to November 1st. The remaining 20 graduates were placed between July and September and are not yet eligible for 90 day retention.

a. What activities were conducted?

Security & Protective Services Training Program -- For each of the four Security and Protective Services cohorts the following activities were conducted as a result of this grant: **1) Recruitment** (120 days prior to each program cohort) – weekly recruiting sessions; weekly intake sessions; targeted social media outreach; web-based marketing; outreach to program alumni for referrals; community outreach and flyer-ing. **2) Enrollment** – student application collection, review, and assessment (note: all online applicants can now complete a digital skills learning module); orientation sessions; applicant interviews; CASAS assessment to determine numeracy and literacy levels; drug screening tests; background tests. **3) Supportive Services** -- Career Coaches met with each student during the first week of each cohort to develop an Individualized Employment Support Plan (IESP), which outlined student barriers to program completion and to employment. Career coaches met regularly with students to address issues outlined in the IESP, to provide coaching around classroom challenges, and to provide referrals to social service organizations to meet pressing needs. All students received \$5 daily transportation stipends for prompt attendance and up to two \$25 Goodwill vouchers to purchase work-appropriate clothing. **4) Technical and Soft-Skills Training** -- Industry-experts, D&D Security Training Academy, provided 90 hours of skills training to students. Hands-on instruction was taught in an academy model, including lessons in rules/regulations, the use of force, basics of criminal/civil law and arrest procedures, patrolling, emergency responses, terrorism, and dealing with confrontations, as well as trainings in handcuffing, baton, aerosol weapons and First Aid/CPR/AED. All training programs included 50

hours of soft and career readiness skills, including topics such as communication, attitude, and customer service, which were taught in an interactive style that included group exercises and role play. Job readiness training included an overview of the industry and possible careers paths. Students wrote customized and error-free resumes and learned job-interview skills and about the job search process (internet, job fairs and networking, etc.). **5) Job Placement** -- Goodwill's Business Services team members met with each student to complete a Job Development Action Plan to assess students' skills, qualifications, and interests and to aid in appropriate job matching. Business Services staff worked one-on-one with students to prepare them for the hiring phase. Activities included mock-interviews with business professions and a private career fair where students were pre-screened to interview with an employer whose hiring needs matched their interests. Goodwill's career coaches kept ongoing communications with current and potential employers in the industry to begin the employment placement process.

b. What impact did you have?

Eighty-six percent of the students enrolled in the Security and Protective Services training successfully completed the program. Graduates who completed the program saw the immediate impact of what they learned in the classroom when they had to conduct the physical portions of the activities. Many of our graduates are unemployed or underemployed when they enter the program. Once they complete and obtain their credentials they are immediately employable and in demand from our employer partners. To date 27 of our graduates have already secured employment 135% higher than our stated goal of 12. These graduates now have an opportunity to build a career in an ever growing industry thereby changing their lives. The following quotes from program graduates of Goodwill's Security Training Program held April 18th – May 23rd illustrate program impact:

•Aisha Cox: "Before enrolling in the Goodwill Security Program I did not have any formal training that made me marketable to the job market. The most valuable part of my training experience was my instructor, career coaches and D&D Security."

•Chantice Smith: "...The most valuable part of the Goodwill Training Program was keeping a positive attitude and maintaining it. Learning to change a negative into a positive helped me to succeed in the program and graduate." –Employed as a FT Security Officer with Master Security

•Tarkesha Davis: "Through my Security Training experience I learned to listen more and accept change. I experienced the importance of working together as a team starting with gaining each other's trust."

•Sharvette Grimes: "The most valuable part of my Goodwill Security Training experience was learning and understanding my strengths and how to apply them in my daily life. It was challenging to speak out and turn positives into negatives. I accomplished this in the end. I set two goals with my Career Coach: 1) to become an Armed Security Officer; and 2) to obtain a promotion in my first job within two years." –Employed as a FT Security Officer with Admiral Security

c. Job placement and/or advancement strategies and activities attained during this period.

Our strategies during the grant period for job placement and advancement combined top-notch industry skills-training with targeted soft-skills training, so that our graduates are uniquely prepared for positions within the Security sector. Our Business Services team have the responsibility of establishing the pipeline of candidates that match open positions with our employer partners. Our team met with each student prior to graduation to assess their area of interest, type of organization and schedule to ensure they had the right fit. The team also engaged local employers to understand their current hiring needs and invited them to a private career fair where students were pre-screened to interview with the employer whose hiring needs matched their interests. This process is continually evaluated and employers attending the career fairs complete feedback forms about their experience which is overwhelmingly positive. Coaching will also help to ensure that job placements are a good fit for both employer and graduate. For details on job placement activities Goodwill attained during the grant period, please see A.1) a.

d. What key activities still need to be implemented?

Five of the 27 students have made their 90 days retention status. The remaining 22 students will reach the 90 days period at the end of October through the December.

2. Were there any unanticipated results, either positive or negative, that you have not already described?

The Goodwill team was very excited that we were able exceed all established goals.

- Enrollment was exceeded 285% (Goal 20, Actual 57)
- Graduated was exceeded 288% (Goal 17, Actual 49)
- Placement was exceeded 225% (Goal 12, Actual 27)

7. Describe collaborations, if any, related to the work and how it impacted your efforts.

Goodwill's key collaborators are our employer partners, who play an integral role in the iterative process of improving Goodwill's training programs. The Security training program was developed with the input and guidance from Allied Universal (formerly Allied Barton Security), which also served as the first security technical skills training provider. Current employer partners for this training program include Allied Universal, Securitas, and Admiral Security, who are all committed to hiring Goodwill graduates who meet their needs. Amy Reinhold, Regional HR Manager with Allied Universal, illustrated the impact of collaboration on our program when she shared "The design of the Security program has clearly addressed the intent to offer the industry better prepared candidates while enhancing the candidate's own value and thus providing a more accessible ladder of career opportunities." Additionally, our Coaching team worked with students to secure professional attire from Suited for Change as well as provided vouchers from our own Goodwill retail stores.

B. Performance Metrics:

1. Measurable skills gains

All 49 students who graduated from the Security and Protective Services training successfully earned the following credentials: DCJS License for Virginia Unarmed Security (Department of Criminal Justice); SPO DC Special Police Officer Authorization (Metropolitan Police Department); Monadnock Expandable Baton; Handcuffing; Aerosol Weapons Certification; CPR/First Aid/AED (American Red Cross)

2. Enrollment -- Total number of participants who were enrolled in the training:57; Total number who successfully completed the training:49

3. Curriculum materials and Class materials/documents – Please see the following attached materials utilized during the grant period: Security and Protective Services Course Outline; Security Soft-Skills Training Curriculum; Individual Employment and Support Plan form (IESP); Job Development Action Plan form (JDAP)

4. Student Roster – Please see attached.

5. Industry recognized certificate(s) by the end of the training

Participants graduating from Goodwill's Security and Protective Services program received the following industry-recognized certifications: the nationally-recognized SPO DC Special Police Officer authorization; the Monadnock Expandable Baton, Handcuffing and Aerosol Weapons certifications; the DCJS License for Virginia Unarmed Security; and the CPR/First Aid/AED issued by The American Red Cross.

6. Placement rate (The total number of participants who were placed in unsubsidized jobs)

Goal 12, Actual 27; Placement Rate of 225%

C. Workforce Plan

1. Describe the activities the partnership undertook to address the identified workforce skill needs in the security industry Goodwill makes every effort to keep our finger on the pulse of the Security industry and to identify and address the skills sets most valued by industry employers. We continue to identify workforce skill needs in the Security sector through Employer surveys and questionnaires. Additionally, our Business Services staff is in constant communication with current and potential employers to learn about specific, current needs and opportunities. Our training skills provider, D&D Security, is a leader in the industry, helping to ensure that our training is up to date and exceeds industry standards

2. Identify the number and type of participants (e.g. jobseekers, incumbent workers) that were served: The Security and Protective Services Training Program served 57 District residents who identified as either unemployed or underemployed at point of entry.

3. What strategies (i.e. trainings, placements, etc.) were utilized? Our students' success is our primary concern. From the moment student first engage with our team in the intake process, they are provided with a full overview of the program the process and the expectations. Goodwill utilized a comprehensive strategy that included fostering partnerships with industry leaders to help guide program curriculum creation and to secure job placements for program graduates; incorporating a targeted recruitment strategy to ensure we are reaching those residents who need are services the most; inclusion of a robust soft-skills component and one-to-one job coaching to meet the needs and challenges specific to our program participants; partnership with other social service agencies and organizations to whom we referred our participants for assistance with challenges such as housing, clothing, and other supportive services as needed; providing stipends for travel and work-appropriate clothing to help mitigate barriers in these areas; utilizing a highly-rated, vetted, and hands-on skills training curriculum provided by D&D Security, which gives top training in the industry; engaging in a multi-pronged employment strategy, which includes individualized job placement coaching and employer outreach. At the point of retention our career coaches reengage with our graduates to provide additional supports to ensure they remain connected to the workforce including conflict resolution, onsite visits and follow up with the employers.

D. 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.

The Security industry is in demand from both employers and jobseekers. Goodwill will continue to train and match qualified candidates to meet the needs of the industry. Another important factor is the importance of engaging employers throughout the process so that they can assess students prior to the career fair and the students can see and better understand the opportunities that are available once they complete and earn their credentials. It will also be important to identify the best times to offer cohorts to ensure the timeframe is in line with all reporting requirements of the grant.

2. Did external or environmental factors affect the achievement of your organizational goals or the anticipated timeline? No

E. Future Plans

1. If you will be continuing this program, what are the plans for sustaining or expanding the program, including a future-funding plan? Since 2011, Goodwill of Greater Washington (Goodwill) has offered technical skills training at no cost to students in the field of Security and Law (Security) and has placed more than 400 into employment. The program is coordinated in partnership with local employers, the purpose of the program is to match the needs of security employers with the career interests of residents. Our Development team will continue to source potential funders to ensure that this program is sustained.

2. What plans do you have to communicate your outcomes and lessons learned with others? All program outcomes are inputted and tracked via Caseworthy. We report monthly to Goodwill's board, team members and other divisions through our Workforce Development Scorecard and dashboard and to our funders and stakeholders on an on-going basis. An annual report is also issued each year providing our prior year's statistics.

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. Our partnership with D&D Academy has been very successful in training qualified candidates for the industry. Their hands-on instruction in an academy model includes information on rules/regulations, the use of force, a background on criminal/civil law and arrest procedures. Students learn about patrolling, emergency responses, terrorism and dealing with confrontations. The remaining time is dedicated to learning required for the handcuffing, baton, aerosol weapons and First Aid/CPR/AED certifications. We are always open to additional partners and collaborators to improve outcomes for those we serve.

District of Columbia



ADULT CAREER PATHWAYS



Adult Career Pathways: Ideas for Action



*Ensuring All District Residents
have Access to Sustainable
Employment and Economic
Independence through
Integrated Education, Training,
and Career Services*

1/15/2020



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EXECUTIVE SUMMARY

The District of Columbia is a vibrant, diverse city with a long history of acting as a catalyst for social change in the country. As the capital of our nation and the seat of the Federal government, the District is a community full of highly educated and talented residents. In the District, 57 percent of people 25 years or older have bachelors, masters, professional school or doctorate degrees, whereas the national average is 31 percent. This number is in stark contrast to the over 68,000 adults in the District who do not have a high school diploma or its equivalent. A 2014 report by DC Appleseed points out that an even higher number of residents lack the basic literacy, numeracy, problem-solving, and digital skills necessary to be successful in occupational training, educational, or workplace settings. The DC Council and other District leaders recognized this problem and in 2014 created an Adult Career Pathways Task Force to examine, plan, lead, and implement a career pathways system specifically for adults in the District. The Task Force, made up of workforce development and education leaders and experts in the District, views this as an extraordinary opportunity to impact the change in our community that is necessary to reach these 68,000-plus residents and connect them to pathways for opportunity.

The Adult Career Pathways Task Force published a strategic plan in 2015 as a tool to move our workforce development system, adult basic skills programs, and human service entities into a more cohesive community. This strategic plan has been updated in 2019 to reflect the new direction of the adult career pathways work in the District, and highlights revisions to the vision, mission, guiding principles, and focus areas of the plan. While the Adult Career Pathways Task Force is still providing guidance for and input on this work, this strategic plan puts partners' work around adult career pathways in the broader context of the District's workforce system as a whole, focusing on the vision and strategies for further implementation of pathways for adult residents. It is envisioned that this plan will serve as the broader direction and foundation for more detailed work plans and implementation plans, which will be developed in collaboration with District workforce system partners.

Strategic Plan Thematic Areas

The Adult Career Pathways Strategic Plan includes goals and tactics that are organized around the following four thematic areas, which have been established as priorities for District workforce system partners:

- ★ Sector Partnership Expansion and Sector Strategy Implementation: Expansion of partnerships among industry representatives and District workforce system stakeholders and expanded utilization of labor market information and related data to drive the development and implementation of relevant strategies.
- ★ Pathway Performance Monitoring and Continuous Improvement: Advanced coordination of District workforce system partners around industry sector strategies and quality adult career pathways; regular review and assessment of sector and pathway strategies for relevance; and adjustment of education and training strategies to ensure relevance and quality.
- ★ Partner Alignment and Capacity Building: Continued focus on inter-agency alignment and coordination around industry sector partnerships, sector strategies, and adult career pathways; strengthened community outreach to ensure awareness of available resources; and supporting capacity building and technical assistance efforts for workforce system stakeholders.
- ★ Address Barriers to Employment along Sector Pathways: Development and implementation of strategies to address District residents' barriers to employment and career and educational advancement; implementation of expanded and longer-term supports and wrap-around services for District residents; collaboration with industry and employer representatives to address hiring and advancement barriers for District residents; and funding of evidence-based programs and practices that can assist District residents enter into and advance along career pathways.

INTRODUCTION

Adult Career Pathways Approach

Strong industry sector partnerships, and the sector strategies prioritized by those partnerships, are the foundation for career pathways.

Sector partnerships are sustained collaborations among multiple employers in targeted industry sectors, who provide input and direction on their pressing workforce needs and challenges. These partnerships

inform workforce, education, and service provider communities, who execute on strategies identified by industry partners to address needs and challenges. In many cases, career pathways are an example of a priority industry sector strategy pursued by sector partnerships.

A career pathways system is made up of connected networks of education and training programs that build upon one another to help a person enter and advance in his/her career in an industry. Pathways are business-defined, business-driven, and aligned to the skill needs of targeted industry sectors, and are explicitly focused on helping people more easily and quickly enter and advance in their careers and achieve long-term economic stability.

Defining features of career pathways include:

- ★ They connect and articulate the full range of K-12, adult education, post-secondary, and other education and training, with seamless transitions between “levels” and no “dead ends”;
- ★ They have multiple on- and off-ramps to make it easy for individuals to start, stop, and re-enter education and training;
- ★ They embed “stackable” industry-recognized credentials;
- ★ They make work a central context for learning, through on-the-job training, Registered Apprenticeship, work-based internships and mentorships, and other avenues;
- ★ They accelerate educational and career advancement through assessment of prior learning and experience, integrated “basic” education and technical training, and other strategies; and
- ★ They provide integrated supports like education and career coaching and advising and wrap-around services like childcare and transportation assistance, especially at education and career transition points.

Put simply, career pathways connect the career opportunities in an industry, entry-level to advanced, through integrated education, training, and related programming, to help individuals grow their skills, advance in an industry, and attain economic stability.

Background

The DC WIC serves as the District’s state and local workforce board, which has oversight of federal workforce funding and programming. The 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. The WIC convenes and leads system stakeholders to ensure workforce programs and initiatives align with business needs.

History of the DC Adult Career Pathways Task Force

The DC Adult Career Pathways Task Force was established by Mayor’s order 2014-232 on October 9, 2014 with the stated purpose of developing and implementing a city-wide strategic plan to connect District-based adult basic skills programs with career pathways. Since its establishment, the WIC has managed the DC Adult Career Pathways Task Force and convened partners on a quarterly basis to provide guidance on the development of career pathways and other sector-based strategies. Since the publication of the original

Adult Career Pathways Strategic Plan, the WIC and the Task Force have worked to ensure workforce system alignment and establish pathways to the middle class for District residents. The process of updating the WIC's Adult Career Pathways Strategic Plan has provided an opportunity to build on the progress made in the implementation of the original plan.

Adult Career Pathways Work to Date (WIC)

Since 2014, the WIC has led the DC Adult Career Pathways Task Force's efforts, which include:

- ★ Publication and implementation of the Adult Career Pathways Strategic Plan.
- ★ Alignment of partners in the adult career pathways system.
- ★ Mapping of services to determine capacity and availability of education and training programs relevant to adult career pathways.
- ★ Development of recommended participant outcomes and career pathway implementation measures.
- ★ Establishment of the Career Pathways Community of Practice to expand capacity of adult basic education and occupational training providers through training and professional development.
- ★ Administration of OSSE-WIC Grants to link sector-based initiatives with adult basic education training.
- ★ Development of industry-informed adult career pathways and sector strategies, including development of career pathway maps for the information technology and business administration, infrastructure and transportation, and security and law enforcement industries, in collaboration with industry leaders.

Plan Development Process

The Workforce Investment Council began the effort of revising the existing strategic plan in 2018, with assistance from consultants from Maher & Maher, a change management and workforce development consulting firm. This document was developed through the following process:

- ★ **October 2018:** During the October meeting of the Adult Career Pathways Task Force, the WIC announced updates to the strategic plan were in process, and requested initial feedback on revised priorities, strategies, and focus areas. The WIC began working on a framework for the updated Strategic Plan.
- ★ **January 2019:** At the January meeting of the Task Force, the WIC provided an overview of the strategic planning process. Task Force members discussed the original plan's framework and potential updates. Strategies and action items for revisions to the strategic plan were scheduled for further development at the April Task Force meeting.
- ★ **April 2019:** During the April meeting of the Task Force, the WIC revisited proposed changes to the strategic plan that had been identified in previous meetings, and provided opportunity for feedback and further suggested changes. Task Force members worked in small groups to draft goals for the career pathways work, as well as tactics for reaching the goals. The Maher & Maher team began working on a draft strategic plan that incorporated this feedback from the Task Force members.
- ★ **July 2019:** Task Force members reviewed and provided feedback on the first draft of the revised strategic plan.
- ★ **August-September 2019:** The first draft of the strategic plan was revised based on feedback received from the Task Force and the WIC.
- ★ **October-January 2020:** The strategic plan was finalized.

STRATEGIC PLAN

Vision

Ensuring that all District residents, in particular low-literacy learners, achieve sustainable employment and long-term economic stability through integrated education, training, and career services.

Mission

The Adult Career Pathways mission is to ensure that every adult learner, particularly low-literacy learners, in the District obtains a job associated with a career pathway that enables them to advance in their career goals and achieve long-term economic security.

Guiding Principles

- ★ **Access and navigability:** Adult learners of all levels are able to access career pathways and make progress along each step of the pathway through easily navigable on- and off-ramps.
- ★ **System and partner alignment:** District government agencies and service providers align their programs, policies, operations, and funding to enable the creation of a career pathway system and sector career pathways.
- ★ **Industry and business leadership:** Each sector career pathway is industry-led and has strong direct connections to the labor market and partnerships with the business community.
- ★ **Quality programming and technical assistance:** Each career pathway program provides high quality academic and occupational programming supported by a strong system of technical assistance to pathway partners and professional development for adult educators and program staff.
- ★ **Integrated supports:** Career pathways include integrated wrap-around supports, such as childcare, transportation, housing, and mental health/substance abuse assistance, to assist learners with persisting and succeeding in educational and career advancement.
- ★ **Evaluation and continuous improvement:** Career pathway system partners create and evaluate measures of success for pathway system implementation and participant outcomes.

Strategic Plan Focus Areas

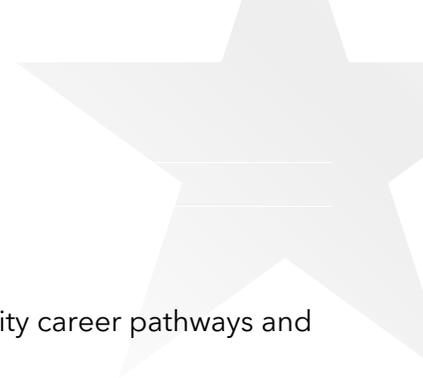
- ★ Sector Partnership Implementation
- ★ Pathway Performance Monitoring and Continuous Improvement
- ★ Partner Alignment and Capacity Building
- ★ Address Barriers to Employment along Sector Pathways

Goals and Tactics

Focus Area 1:

Sector Partnership Expansion and Sector Strategy Implementation

1. In each of the District's six targeted industry sectors, formalize and expand industry sector partnerships among business partners, District agencies, education and training providers, and professional organizations.
 - 1.1. Identify, leverage, and integrate existing industry partnerships and sector strategy efforts.
 - 1.2. Identify and engage new partners to participate in sector partnerships and sector strategies development and implementation.
 - 1.3. Use formalized industry sector partnerships to regularly assess current and emerging workforce needs and design and implement sector-focused strategies to address those needs.
 - 1.4. Leverage sector partnerships to ensure adult basic education and technical skills training curricula support access to and opportunities in career pathways in the WIC's high-demand sectors.
2. Expand the WIC's capacity to use labor market information (LMI) and related data to stay abreast of industry and occupational trends, drive development and refinement of industry sector strategies, and assess progress against established goals and strategies.
 - 2.1. Establish the WIC as the convener of partners in the workforce system using data on needs and trends in targeted industry sectors to drive decision making.
 - 2.2. Using data, develop and implement policies, processes, and approaches to address employers' barriers to hiring District residents and thus increase opportunities for residents.
 - 2.2.1. Have the WIC research strategies and best practices for enhancing industry sector employers' engagement and participation around hiring and advancing District residents.
 - 2.2.2. Pursue opportunities for fostering alignment among WIOA Core Partners to mitigate barriers for sector employers and increase opportunity for District residents.
 - 2.3. Conduct regular data analysis to track current and emerging industry and occupational dynamics and trends.
 - 2.4. Use data/data analysis to establish metrics for the measurement of achievement against established sector strategies and position workforce system partners to adjust strategies to respond to changing needs.



Focus Area 2:

Pathway Performance Monitoring and Continuous Improvement

- 1.** Advance alignment and coordination of workforce system partners around quality career pathways and sector strategies as the shared “way of doing business”.
 - 1.1. Share information and resources such as the career pathway maps and a career pathways development “blueprint” guide to foster system partner alignment and collaboration around sector strategies and career pathways and support partners’ planning, decision-making, and investments around pathway and sector strategies.
- 2.** Engage sector partners to review career pathway maps and sector strategies on a periodic basis to ensure their continuing relevance to identified industry workforce and occupational needs.
 - 2.1. Keep pathway maps and strategies current based on gap analysis, partner feedback, industry changes, performance data (e.g. PMF, Perkins, WIOA), and other inputs.
 - 2.1.1. Develop and implement a formal review and feedback-gathering process among industry and other sector partners to assess the effectiveness of career pathway maps and strategies and alignment with industry needs over time.
 - 2.1.2. Adjust and update career pathway maps and strategies as needed for continuing relevance and impact based upon the results of the review and feedback-gathering process.
- 3.** Review and adjust education and training strategies as necessary to ensure consistency, quality, and relevance to industry career pathway needs over time.
 - 3.1. Work with system education and training partners to ensure that District residents can access programming for pathways in a “no wrong door” manner, regardless of their point of entry into the pathway or where in the workforce system they seek to access education and training.
 - 3.2. Compile and share sector and pathway best practices and successful approaches with workforce system partners for replication and scaling and to support continuous improvement and innovation in the system.



Focus Area 3:

Partner Alignment and Capacity Building

- 1.** Enhance inter-agency alignment to ensure that agency approaches to sector partnerships, sector strategies, and career pathways are fully coordinated and aligned with a systematic strategy.
 - 1.1.** Establish and implement a shared approach to sector partnerships, sector strategies, and career pathways across workforce system partners to support alignment of roles and activities.
 - 1.1.1.** Draw on best practices from other jurisdictions, as well as District-specific needs, in developing the shared approach.
 - 1.1.2.** Define each system partners' roles, strengths, and contributions in relation to the shared approach.
 - 1.2.** Develop shared definitions, goals, and metrics related to sector strategies and career pathways that are informed by data on industry and customer needs and program outcomes.
 - 1.2.1.** Convene a diverse stakeholder group (customers, agencies, clergy, providers, schools, etc.) to set goals and identify common terms (e.g. "high-demand" and "career pathway").
 - 1.2.2.** Create and implement a plan for regular reporting out on goals, progress, and outcomes to foster accountability and knowledge sharing.
- 2.** Strengthen community outreach on programs to ensure awareness among District residents of available workforce and career pathways resources.
 - 2.1.** Continue and expand the development and implementation of a coordinated communications strategy that is underway. Leverage the Data Vault and One-Stop Operator activities to support this strategy.
 - 2.1.1.** Complete needs assessment of customers' needs and barriers to program awareness and selection.
 - 2.1.2.** Expand ability of community-based partners to communicate messages and share information about available career pathway opportunities and related education, training, and other services (e.g. DPR, ANCs, and law enforcement).
- 3.** Continue and expand efforts to coordinate sector-focused partner initiatives and related communications to businesses in target sectors.
 - 3.1.** Ensure clear and consistent messaging and communications across partners.
 - 3.2.** Coordinate efforts across initiatives to minimize employer "fatigue" and maximize benefits to the businesses in target industry sectors.
- 4.** Strengthen workforce system partner program quality by expanding capacity around sector partnerships, sector strategies, and career pathways through a variety of technical assistance approaches and tools, including the Career Pathways Community of Practice.
 - 4.1.** Develop a common understanding of capacity building needs among workforce partners and implement strategies to address identified needs.
 - 4.1.1.** Conduct an assessment of the capacity-building needs of workforce system partners.
 - 4.1.2.** Develop and implement a set of high-impact capacity-building investments and activities related to sector partnerships and strategies and career pathways.



Focus Area 4:

Address Barriers to Employment along Sector Pathways

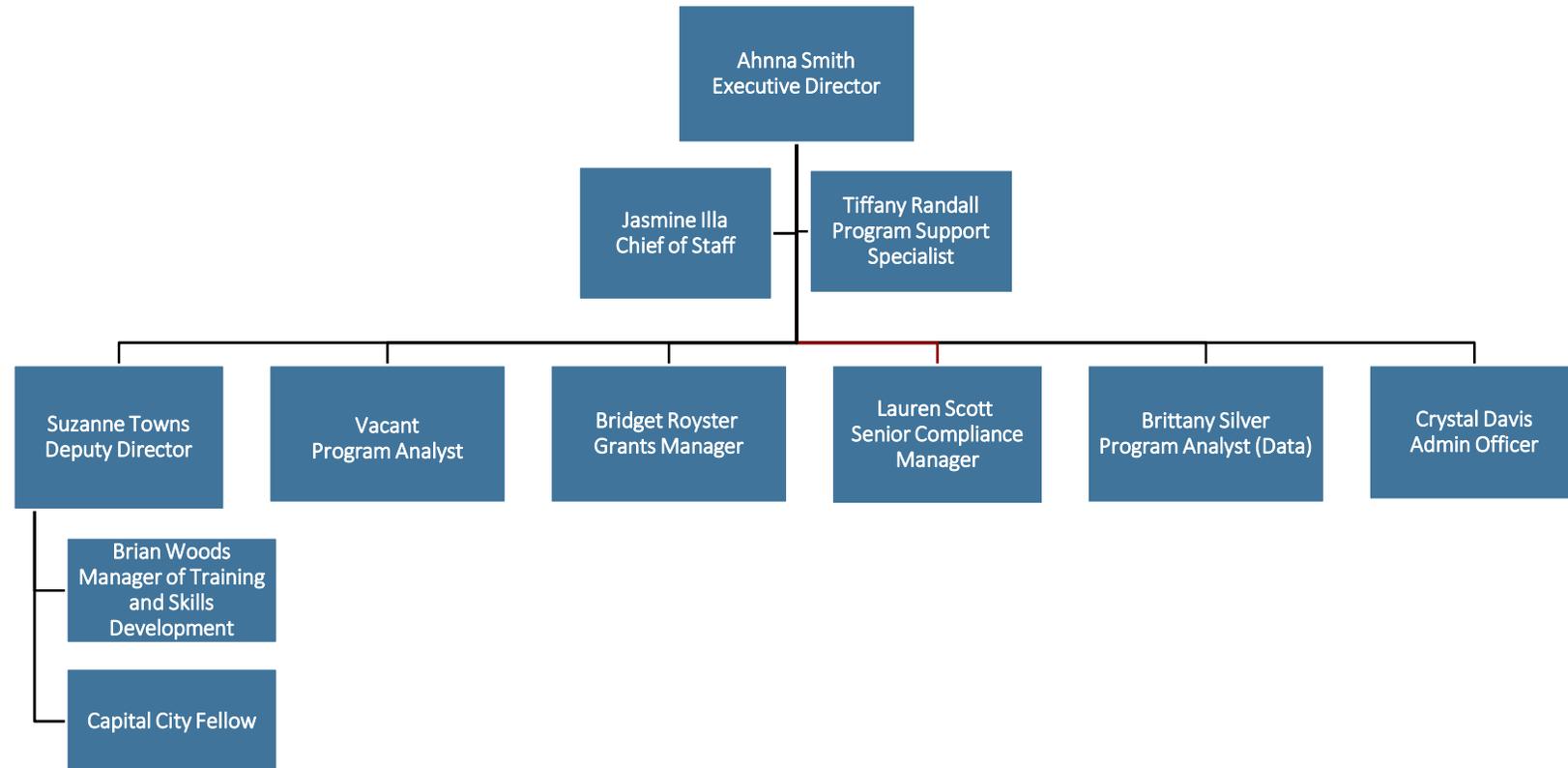
1. Develop strategies to address barriers to employment.
 - 1.1. Document and share information about common employability and advancement challenges for District residents/populations.
 - 1.2. Leverage the Data Vault and other appropriate tools and strategies to maximize workforce systems partners' ability to assess District residents' barriers to employment, make helpful and customer-friendly referrals, and help residents get the services needed to address those barriers.
 - 1.3. Utilize sector partnerships to identify opportunities for low-income District workers, incumbent workers, and the "hard-to-employ".
 - 1.4. Align and enhance efforts among workforce system partners to share information about opportunities in career pathways and available services and resources with District residents.
 - 1.5. Promote partnerships between education and training providers and workforce organizations that work with low-income District workers, incumbent workers, and the "hard-to-employ."
 - 1.6. Increase integration of basic skills remediation with career-specific content.
 - 1.7. Design programs/curricula that are informed by best practices and expertise (e.g. poverty-informed, financial capabilities, integrated/contextualized instruction, etc.).
 - 1.7.1. Cultivate relationships with colleges and other experts to learn about evidence-based practices and ensure that funding is directed toward promising programs/strategies.
 - 1.8. Eliminate program redundancies.
2. Provide enhanced, ongoing, and long-term support for the District's new and incumbent workers to assist them in advancing along career pathways. Implement strategies to ensure that the most vulnerable District residents receive the housing, childcare, transportation, public benefits/income support, and mental health/substance abuse services needed to access and advance along pathways.
3. Work with employers in target industry sectors to address cultural/perception challenges that make them reluctant to hire certain District resident populations and to open up additional career opportunities for residents with barriers to employment.
4. Fund evidence-based programs and practices shown to assist individuals, particularly those with barriers to employment, enter into and advance along career pathways.
 - 4.1. Identify best practices across country.
 - 4.2. Identify focus areas based on existing programs and other local models.
5. Establish consistent and diversified funding from government and businesses that acknowledges best practices.
 - 5.1. Continue and expand efforts to diversify funding sources, e.g. District agencies releasing jointly funded, multi-agency RFP/RFAs.
 - 5.2. Engage key stakeholders in conversations about funding priorities, limitations, mandates, and innovative approaches to using local, private, and federal funding.

CONCLUSION

Since 2015, District workforce and education system partners have made significant progress in building relationships with target industry representatives to understand workforce needs and opportunities, mapping career pathways that include a range of opportunities for District residents, and aligning workforce training and education to support career pathway access and advancement. These accomplishments provide a critical foundation and strong momentum for District partners' continuing and expanded efforts to support the implementation of industry-driven career pathways. This 2019 Adult Career Pathways Strategic Plan revision both builds off the progress made over the prior four years and emphasizes opportunities for further innovation and continuous improvement. Robust collaboration among District workforce and education organizations and with industry sector partners around the strategic plan vision and goals will ensure that adult career pathway strategies advance opportunity for DC residents and employers.

Q52. WIC Organization Chart

DC Workforce Investment Council (WIC) Organization Chart



Q54 Personnel(Sch A)

CHART OF WIC AGENCY PERSONNEL (SCHEDULE A), as of Jan. 15, 2020 (Q54)

Position number	Position status (A-active, R-frozen)	Vacancy Status (V/F)	Job title	Employee's name (leave blank if position is vacant)	Grade level	Step	Salary	Fund code	Type of appointment (e.g. career, excepted, MSS)	Job status (i.e. continuing, term, or temporary)	Full-time, part-time	Hire (start) date into the position	Position effective date	Not-to-Exceed date	DC Residency status (Yes/no)
3059	A	F	Workforce Investment Council D	Smith,Ahnna K	10	0	171,629	0100	XS	Continuing	F	10/24/2016	10/1/2019		Y
11413	A	F	Deputy Director	Towns,Suzanne	15	0	165,000	0100	DS	Continuing	F	11/25/2019	10/1/2019		Y
44775	A	F	Workforce Investment Specialis	Scott,Lauren	14	2	106,977	0100	DS	Continuing	F	2/8/2016	10/1/2019		Y
71935	A	F	Program Support Specialist	Randall,Tiffany Nicole	9	1	51,059	0100	DS	Continuing	F	9/24/2012	10/1/2019		Y
77085	A	F	Administrative Officer	Davis,Crystal L.	12	1	76,126	0100	DS	Continuing	F	12/16/2013	10/1/2019		N
88711	A	F	Chief of Staff	Illa,Jasmine	14	0	115,120	0100	DS	Continuing	F	5/18/2015	10/1/2019		Y
94540	A	F	Workforce Investment Special.	Wood, Brian	13	0	107,380	0100	DS	Continuing	F	1/6/2020	10/1/2019		Y
95309	A	F	Grants Management Specialist	Royster,Bridgette D	13	5	98,947	0100	DS	Continuing	F	1/28/2002	10/1/2019		N
95335	A	V	Program Analyst		12	0	76,126	0100	DS	Continuing	F		10/1/2019		Y

Member's name	Organization and job titles	Committees on which the member sits	Confirmation date	Term expiration date	District resident? (y/n)
Sonya Anderson	AmeriHealth, Sr. Human Resources Business Partner	Pending Committee Assignment	11/18/2019	6/23/2022	N
Joseph L. Andronaco	Access Green, CEO	Implementation	11/29/2016	6/23/2021	Y
Erin Bibo	DC Public Schools, Deputy Chief, College and Career Education at District of Columbia Public Schools	Pending Committee Assignment	Pleasure of the Mayor, 1/2/2023		Y
Steven Boney	WMATA, Senior Manager, Talent Acquisition	Executive	11/29/2016	6/23/2022	N
Paul Kihn - Permanent Designee for the Honorable Mayor Muriel Bowser	Office of the Deputy Mayor for Education (DME), Deputy Mayor	State Plan	Pleasure of the Mayor, 1/2/2023		Y
Larry A. Callahan	Howard University, Associate Vice President & Chief Human Resources Officer	Pending Committee Assignment	11/18/2019	6/23/2022	N
Anthony J. Cancelosi	Columbia Lighthouse for the Blind, CEO	Economic and Workforce Alignment; Vision	11/29/2016	6/23/2021	N
Elizabeth DeBarros	District of Columbia Building Industry Association, Senior Advisor	Employment Services	5/25/2017	6/23/2020	Y
Antwanye Ford	Enlightened, Inc., President & CEO	Executive; State Plan	6/23/2019	6/23/2022	Y
Angela Franco	DC Health Benefit Exchange Authority (HBX), Senior Advisor	Executive; Youth	11/29/2016	6/23/2022	N
Korey Gray	DC Water and Sewer Authority, Director of Enterprise Programs	Employment Services	5/25/2017	6/23/2020	Y
LaTara Harris	AT&T, Regional Director	Economic and Workforce Alignment	11/29/2016	6/23/2022	N
Bernadette Harvey	Bconstrux, President	Pending Committee Assignment	12/16/2017	6/23/2020	Y
Thomas P. Horejes	Gallaudet University, Associate Provost, Student Success & Academic Quality	Pending Committee Assignment	11/18/2019	6/23/2022	Y
Solomon Keene	Hotel Association of Washington, DC, President	Employment Services	9/1/2018	6/23/2021	Y
Michael W. Maxwell	Pepco, Vice President, Strategic Initiatives & Analysis	Executive	7/18/2016	6/23/2022	N
Kenyan R. McDuffie	Councilmember of the District of Columbia, Ward 5	Pending Committee Assignment	Chair of the Committee on Business and Economic Development		Y
Kathleen McKirchy	Community Services Agency, Metropolitan Washington Council, AFL-CIO, Executive Director, Retired	Economic and Workforce Alignment	11/29/2016	6/3/2022	Y
Antoinette Mitchell	Office of the State Superintendent of Education (OSSE), Assistant Superintendent	Economic and Workforce Alignment; State Plan	Pleasure of the Mayor, 1/2/2023		Y
Unique Morris-Hughes	Department of Employment Services (DOES), Director	Employment Services; Vision; State Plan	Pleasure of the Mayor, 1/2/2023		Y
Benton Murphy	Community Foundation for the National Capital Region, Associate Vice President, Community Investment	Vision	6/23/2017	6/23/2020	Y
John O'Brien	WGL Holdings, Inc. and Washington Gas, Executive Vice President - Strategy & Public Affairs	Pending Committee Assignment	11/18/2019	6/23/2022	Y
Thomas Penny	Donohoe Hospitality Services, President	Executive; Vision	11/29/2016	6/23/2021	N
Queenie Plater	Sibley Memorial Hospital, Vice President and Chief Human Resource Officer	Economic and Workforce Alignment	11/29/2016	6/23/2021	N
Andrew Reese	Department of Disability Services (DDS), Director	Employment Services; State Plan	Pleasure of the Mayor, 1/2/2023		Y
Elissa Silverman	Councilmember of the District of Columbia, At Large	Pending Committee Assignment	Chair of the Committee on Labor and Workforce Development		Y
Ahna Smith	Workforce Investment Council, Executive Director	Pending Committee Assignment	Pleasure of the Mayor, 1/2/2023		Y
Nathan Smith	Allied Universal, National Portfolio Manager	Economic and Workforce Alignment; Vision	7/12/2016	6/23/2021	N
Stacy Smith	Hyatt Place, General Manager	Youth	6/23/2017	6/23/2020	N
Tony Summers	University of the District of Columbia Community College (UDC-CC), Chief Community College Officer	Employment Services	Pleasure of the Mayor, 1/2/2023		N
Darryl Wiggins	DigiDoc, Inc., CEO/Owner	Employment Services	6/23/2019	6/23/2022	Y

Member's name	Organization and job titles	Committees on which the member sits	Confirmation date	Term expiration date	District resident? (y/n)
Karima Woods	Office of the Deputy Mayor for Planning & Economic Development (DMPED), Director of Business Development	Pending Committee Assignment		Pleasure of the Mayor, 1/2/2023	Y
Laura Zeilinger	Department of Human Services (DHS), Director	Employment Services; Vision; State Plan		Pleasure of the Mayor, 1/2/2023	Y

First Name	Last Name	Committee	Agency
Richelle	Russell	Adult Career Pathways Task Force	Deputy Mayor for Education (DME) Designee
Antoinette	Mitchell	Adult Career Pathways Task Force	Office of the State Superintendent of Education (OSSE) Designee
		Adult Career Pathways Task Force	University of the District of Columbia Community College (UDCCC) designee
		Adult Career Pathways Task Force	Workforce Investment Council (WIC) Designee
		Adult Career Pathways Task Force	Chairman of the Council of the District of Columbia designee
Ricky	Wright	Adult Career Pathways Task Force	Director of the Department on Disability services, or his designee
Katherine	Novinski	Adult Career Pathways Task Force	Chancellor of the District of Columbia Public Schools, or her designee
Vanessa	Weatherington	Adult Career Pathways Task Force	Director of the Department of Employment Services, or her designee
David	Quick	Adult Career Pathways Task Force	The Executive Director of the D.C. Public Library, or his designee
Melodi	Sampson	Adult Career Pathways Task Force	Public Charter School Board (PCSB) designee
Brian	Campbell	Adult Career Pathways Task Force	Department of Human Services (DHS) Designee
Kimberly	Brown	Adult Career Pathways Task Force	Representative of a District job training provider member
Barrington	Tolliver	Adult Career Pathways Task Force	Representative of a District school engaged in the direct provision of a basic skills program member
Raymond	Bell	Adult Career Pathways Task Force	A representative of a District organization engaged in the direct provision of a basic skills program
Alberto	Marino	Adult Career Pathways Task Force	Representative of the District business community from in-demand industry sectors
Nathan	Smith	Adult Career Pathways Task Force	Representative of the District business community from in-demand industry sectors
			Representative of the District business community from in-demand industry sectors

Seat currently vacant



**WORKFORCE INVESTMENT COUNCIL
CAREER PATHWAYS TASK FORCE MEETING
Friday, October 19, 2018
10:00AM**

2235 Shannon Place SE, Suite 3031, Washington, DC 20020

I. Welcome

Joe Jaroscak, Program Manager welcomed everyone in attendance and provided an opening statement highlighting the role of the Career Pathways Task Force.

II. Introductions

Joe Jaroscak, Program Manager provided introductions of Career Pathways Task Force members, designees and guest.

TASK FORCE MEMBERS PRESENT	COMMITTEE MEMBERS ABSENT	GUESTS	WIC STAFF
Raymond Bell Jr. (HOPE Project) Kilin Boardman -Schroyer (OSSE) Jean Badalamenti (DCPL) Designee Kim Brown (DC Central Kitchen) Shawn Hilgendorf (DC Council) Christopher Nace (DDS) Jean Badalamenti (DCPL) Designee Diane Pabich (WIC) Alberto Marino (WMATA) Katherine Novinski (DCPS) Nathan Smith (Allied Universal) Barrington Tolliver (Potomac Job Corps) Designee Vanessa Weatherington (DOES) Designee	Brian Campbell (DHS) Tony Johnson (UDCCC) Antoinette Mitchell (OSSE) Unique Morris-Hughes (DOES) Richelle Russell (DME) Designee Darren Woodruff (PCSB)	Judy Berman (DC Appleseed) Shanta Hendry (Bread for the City) Liz Weiss (DC Council) Roxanne Williams (Urban Ed.) Devin Vines (Bread for the City) DaiJaun Wade (DHS) David Ross (DHS)	Joe Jaroscak Todd Lang Bridgette Royster Gina Tak

I. OSSE/WIC AFE Grant Presentation

- a. Kilin Boardman-Schroyer of the DC Office of the State Superintendent of Education (OSSE), provided an overview and status update on the Adult Education and Family Literacy Act and Workforce Investment Council Career Pathways grants.
- b. OSSE and the DC Workforce Investment Council have partnered since 2017 on a grant model that blends funds to award funds to ten sub grantees to offer integrated education and training services, as recommended in the District
- c. Grantees are required to comply with Title II of the Workforce Innovation and

Opportunity Act (WIOA) and align with the DC WIOA Unified State Plan and DC Career Pathways Task Force recommendations.

- d. Based on Career Pathways Task Force recommendations, the focus is on Integrated Education & Training (IE&T) services, which make literacy and numeracy concurrent with sector training to move forward more quickly along a career pathway.
- e. Sub-grantees are aligned with the WIC's High Demand Sectors and partner with employers.
- f. The training is integrated with a single set of learning objectives, individual career pathway mapping, and counseling.
- g. Most clients are at below the required reading and math levels, so remediation is provided along with career awareness to help them understand the next step.
- h. 2017-2018 grantees performed well, and each grantee is receiving continuation funding in program year 2018-2019. Depending on performance, sub grantees may also receive continuation funding in program year 2019-2020, as outlined in WIOA. A new grant competition is being planned in 2019-2020 for the year 2021.
- i. Grantees exceeded the previous year's performance, the federal target, and the national average. 46 percent of students made a measurable skills gain exceeding last year's performance by ten percentage points and exceeding our federal target by four percentage points. 37 percent of those students who entered the program functioning at the 9th grade level or above earned their secondary credential. 420 students earned an entry level and/or industry-recognized certification within the WIC's high demand career sectors.
- j. To continue improving outcomes, expectations will be clarified, monitoring will be enhanced, and a feedback loop about what works will be utilized.
- k. Regarding employment outcomes, there is an agreement with DOES to compare data for those with social security numbers, and a follow-up survey is conducted to capture self-reported data. However, adult learners are in and out of the program, and employment outcomes are relevant for those that truly complete.
- l. For those interested in partnering, there is an opportunity when the competition is reopened in 2019. In the meantime, they may join the continuation funding by reaching out to grantees.

II. Strategic Planning Priorities

- a. The Career Pathways Task Force will work during Fiscal Year 2019 to update the DC Career Pathways Strategic Plan and build on progress that has been made.
- b. Proposed priorities include scaling up partnerships between training providers and employers, keep career pathways maps up-to-date and a useful resource for referrals and residents to understand opportunities, aligning workforce partners, and expanding Community of Practice resources.
- c. *Pathways members noted the need for strategies around barrier remediation:*
 - o *Establishing communication with large employers about finding a place*

- for the long-term unemployed in growing industries, or compelling by writing into bids and contracts.*
- *It was noted that access to government identification and documentation is a challenge, and a systematic approach to supporting District residents would help to strengthen opportunities.*
 - *There is mixed understanding about the legalization of marijuana and drug-testing.*
 - *People choose training programs based on the salary at the end but they need to understand how to cope with their barriers. Non-starters should be made clear in the career pathways maps so that conversation can be had.*
- d. *Another suggestion was to provide support recently employed and incumbent workers to provide resources and support that allow career advancement.*
- *It was noted that the provider directory can help address some of these needs. In addition to the map of services, this is another format that will be accessible for residents, partners, service and training providers.*
 - *One suggestion was to establish sector specific counselors to help screen candidates for each industry and serve as a single point of contact for employers in that industry.*
- e. *A suggestion was made to focus on Monitoring and continuous improvement of career pathways system with the career pathway maps as part of the strategy.*
- f. *The importance of agency alignment as component of system alignment was emphasized as vital to ensuring that agency approaches to career pathways are fully coordinated and aligned with a systematic strategy.*
- g. *The importance of strengthening community outreach about programs to ensure that we are building awareness of all of the available resources.*
- h. *Joe Jaroscak develop a draft document that incorporates the major themes and will organize the ideas generated during the meeting to create a framework for the updated strategic plan.*
- i. *The Task Force provided guidance on use of innovation funds and priorities to strive for as a system. The suggestions include:*
- *Allow vendors to select the time of day to provide services.*
 - *Leverage additional resources outside the workforce system, such as credit, housing, childcare, transportation, that address some of the root causes of poverty. Each agency makes these connections as needed, but how to link it all together as a system.*
 - *Consider two-generational approach to serving customers.*
 - *Build in continual support and retention.*
 - *Partner more closely with Virginia and Maryland, as there are opportunities for District residents.*
 - *It was suggested that prior to granting funds, the Task Force ensure a process for vetting grantees.*

III. Workforce Investment Council Announcements

- a. The WIC continues to work with the Employer working groups and partners to establish career pathway maps and sector strategies.
- b. The WIC facilitated four trainings for the Career Pathways Community of Practice (CoP) during 2018 and will hold an in-person training on January 9, 2019. Based on feedback from CoP participants, the WIC is working to supplement the trainings with interactive training modules on the WIC CoP Portal.
- c. The WIC Has drafted a Provider Directory with 27 survey respondents. WIC staff will work with Task Force members and OSSE to expand the list and discuss the feasibility of integrating the directory with OSSE's Community Catalogue.
- d. The WIC is developing a workforce customer flow map that will reflect the use of the Data Vault for coordinated intake and referral.

IV. Other Business

- a. *It was noted that Perkins V was just approved by US Congress and the DC plan is being updated. A CTE advisory council will be put together to encourage more intentional overlapping between secondary and post-secondary education.*
- b. *A public participant emphasized the importance of tracking progress using numbers rather than, noting that by using actual numbers it helps determine what the budget should be to help the appropriate number of people.*
- c. *It was noted that the delivery of information about career opportunities should be centralized and uniform.*
- d. *It was noted that DHS applied for 2 opportunities related to coaching and career pathways maps. The WIC will be meeting with them in the next few weeks, and will report progress to the task force once they have more information.*
- e. *It was also stated that mental health is critical to keeping people employed, and services should be integrated to support that.*
- f. *Another suggestion was that a greater understanding of the ETPL and DOES process would be helpful.*

V. Next Steps & Closing

- a. Joe Jaroscak will follow up with more information on the strategic plan, mapping the discussion to pillars framework moving forward.
- b. Minutes and other documents will be shared to capture ideas around the innovation fund.
- c. Joe Jaroscak will follow up with partners about expanding the Provider Directory.



**WORKFORCE INVESTMENT COUNCIL
CAREER PATHWAYS TASK FORCE MEETING
Friday, January 25, 2019
10:00AM**

2235 Shannon Place SE, Suite 3031, Washington, DC 20020

I. Welcome

Joe Jaroscak, Program Manager welcomed everyone in attendance and provided an opening statement highlighting the role of the Career Pathways Task Force. WIC Executive Director, Ahnna Smith provided opening remarks.

II. Introductions

Joe Jaroscak, Program Manager provided introductions of Career Pathways Task Force members, designees and guest.

TASK FORCE MEMBERS PRESENT	COMMITTEE MEMBERS ABSENT	GUESTS	WIC STAFF
Raymond Bell Jr. (HOPE Project) (OSSE) Erin Bibo (DCPS) Tiffani Powell (DC Central Kitchen) Designee Alberto Marino (WMATA) Antoinette Mitchell (OSSE) Christopher Nace (DDS) Diane Pabich (WIC) David Quick (DCPL) Designee Richelle Russell (DME) Designee Tawanna Wilkerson (DOES) Designee	Brian Campbell (DHS) Barrington Tolliver (Potomac Job Corps) Nathan Smith (Allied Universal)	Judy Berman (DC Appleseed) Kilin Boardman-Schroyer (OSSE) Vivica Brooks (The Brooks Group) Katherine Novinski (DCPS)	Joe Jaroscak Bridgette Royster Ahnna Smith

III. Strategic Planning Priorities

- a. Joe Jaroscak reviewed the Adult Career Pathways Task Force’s October 19, 2018 discussion regarding the Adult Career Pathways Strategic Plan and provided an overview of the strategic planning process.
- b. Task Force members agreed to discuss updates to the Strategic Plan during the planned Task Force meeting on April 12, 2019. Ahead of this event, the WIC will send out related materials to this subject. The timeline for revisions to the plan were agreeable to the Task Force members.

- c. Task Force members discussed the original plan's framework and discussed potential updates.
- d. *A request was made to identify areas within the system in which enhanced alignment and connectivity can achieve more positive impact.*
- e. *A suggestion was made to align the October 19th conversation on progress made in the strategic plan with a conversation on how the plan aligns with the Administration's priorities.*
- f. Four broad categories were identified to shape the conversation around the strategic plan: sector partner implementation; pathway performance monitoring and continuous improvement; partner alignment and capacity building; and addressing barriers to employment along sector pathways.
- g. The Task Force discussed alignment of existing career pathways efforts and ensuring coordination of efforts and compatibility of career pathways products.
- h. *Task force members suggested developing a map template and sharing of examples of the products with the Task Force to assist in alignment.*
- i. The WIC will follow up on further plans to coordinate initiatives and will share with the Task Force for feedback.
- j. Strategies and action items for revisions to the strategic plan will be further developed at the April Task Force meeting.

IV. Workforce Investment Council Announcements

- a. DC WIC FY19 Strategic Industry Partnership Grant Solicitation – The WIC announced the availability of funds for the FY 19 Strategic Industry Partnership grant released on December 19, 2018.
- b. Career Pathways and Sector Strategies Update – The IT & Business Administration, Infrastructure & Transportation, and Security & Law industries have made progress, and we are now finalizing maps and adding data elements. We will then perform an education training gap and oversupply analysis. Interagency coordination will continue, and we are also in process of recruiting working group members for the Construction, Hospitality, and Healthcare groups.
- c. Community of Practice Update – Additional information and resources were requested by CoP training attendees, as they wished to expand upon information received during these trainings. In addition to the CoP training, three web-based self-paced courses were developed and will be posted on the CoP.
- d. Provider Directory Update – This directory will assist with more effective and informed referrals when there are gaps in services, and it is also a good resource for job seekers, people seeking training and resources. More targeted outreach will be conducted, as well as promotion of this important resource. The WIC will send the link to all Task Force members, as the directory is now posted on the WIC's website. The WIC will also follow up with partners to expand and enhance

the directory.

V. Other Business

- a. No other business was shared during this meeting.

VI. Next Steps & Closing

- a. The WIC will provide materials in preparation for the Task Force strategic planning session on April 12, 2019.
- b. The WIC will coordinate with partners to enhance alignment of career pathways initiatives.
- c. The WIC will share the Provider Directory with partners and coordinate for continuous improvement.

DRAFT