

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.

Summary of Services

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Successful development and submission of the WIOA State Plan.	Through the development of the State Plan, the WIC has refined and reaffirmed its role as a critical partner and leader in the workforce development system. The State Plan will further assist the WIC as it supports greater coordination and alignment of public and private sector partners.	Through the development of the State Plan, WIC led engagement of residents, community partners, employers, providers, and government agencies. The plan identifies strategies and areas of strength, as well as areas where additional and new strategies and efforts will be needed, to strengthen and improve services to employers and job-seekers in the District. The State Plan provides structure, milestones, and clear goals for all parties to work together to achieve, which will lead to improved services and outcomes for residents.
Strengthening coordination across American Job Center (AJC) partners through the work of the One Stop Operator.	The work of the One Stop Operator supports a critical part of WIC's function in the workforce system of ensuring alignment, coordination, and consistency of services being provided to employers and residents. The regular meetings and coordination led by the One Stop Operator have provided the WIC opportunities to engage, gather, and disseminate information about work happening across the AJC partner organizations, which in turn informs and supports other areas of work within the WIC.	A critical function of the WIC is to support service delivery of required AJC partners—in the District, there are 8 government and non-government partners. To accomplish this, WIC is required to contract a One Stop Operator to support convening, coordination, communication, and system improvement across all partners and services. Through increased coordination and alignment of AJC partners, residents and employers accessing services in the AJC are better able to connect high-quality resources to meet their needs.
Development of tools, reports, and analyses to inform policy, programs, and the District's economic recovery.	The development of these tools, resources, and analyses supports the work of the WIC as well as our agency partners and customers. The work of the Business Services Scan informed the development and launch of a Business Engagement team within WIC, which is being established in FY21; and the Career Pathways report, pathway maps, and COVID recovery analyses will support the establishment of a Healthcare intermediary and sector strategy engagement in FY21.	<p>A key function of the WIC is to provide resources and information that can inform and support the work of public and private sector partners across the workforce development system. Prior to COVID-19, WIC delivered a Business Services Scan report to identify opportunities to streamline government efforts to engage and support employers; a Career Pathways report that included recommended strategies to ensure residents' education and training needs are met; and WIC staff and Board members conducted best practice investigations and visits to other state and local workforce boards.</p> <p>Since the public health emergency, WIC has engaged with external consultants and partners to conduct analyses of the current and future state of the labor market; we have surveyed recently impacted (unemployed) workers to better understand their needs and what services they are seeking; we have worked with an external consultant to update and validate career pathways for the District's six high-demand industries; and have worked with the Office of the Deputy Mayor for Education to conduct an initial landscape analysis of capacity among education and workforce training providers.</p> <p>These tools, resources, and analyses will ensure that the work of the WIC and our government partners are data driven and tailored to meet current needs. These resources will also inform and be made available in ways that can be used by employers and job-seekers to help them navigate available resources and inform their understanding of the local jobs and labor market.</p>

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet 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	Quarterly	New in 2019	New in 2019	52	50	47	113	267	30	457	Met	
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	289	50	137	71	88	76	372	Met	
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	34	10	2	71	39	12	124	Met	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Labor Market Awareness (1 Measure)							
Number of business engagement activities	New in 2019	18	2	33	29	5	69
2 - Provide technical assistance (1 Measure)							
Number of technical assistance activities	New in 2019	11	18	17	10	19	64
3 - Workforce Training Providers (1 Measure)							
Number of eligible training providers	37	34	37	9	9	16	16

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)			
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

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	Complete	The District's 2020-2023 WIOA State Plan was successfully submitted and approved by the US Department of Labor.	



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.

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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)

<i>Designation of Equal Opportunity Officers</i> 29 CFR 38.28-38.31
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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

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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

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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

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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.

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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

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- 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

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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

Q. 7.1 Nondiscrimination Plan

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.

Q. 7.1 Nondiscrimination Plan

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.

Q. 7.1 Nondiscrimination Plan

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)

Collection and maintenance of equal opportunity data and other information
29 CFR 38.41

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, terminatee, 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 terminatee. (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).

Q. 7.1 Nondiscrimination Plan

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

Q. 7.1 Nondiscrimination Plan

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

Q. 7.1 Nondiscrimination Plan

- 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.

Q. 7.1 Nondiscrimination Plan

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:

Q. 7.1 Nondiscrimination Plan

- 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

Q. 7.1 Nondiscrimination Plan

- 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

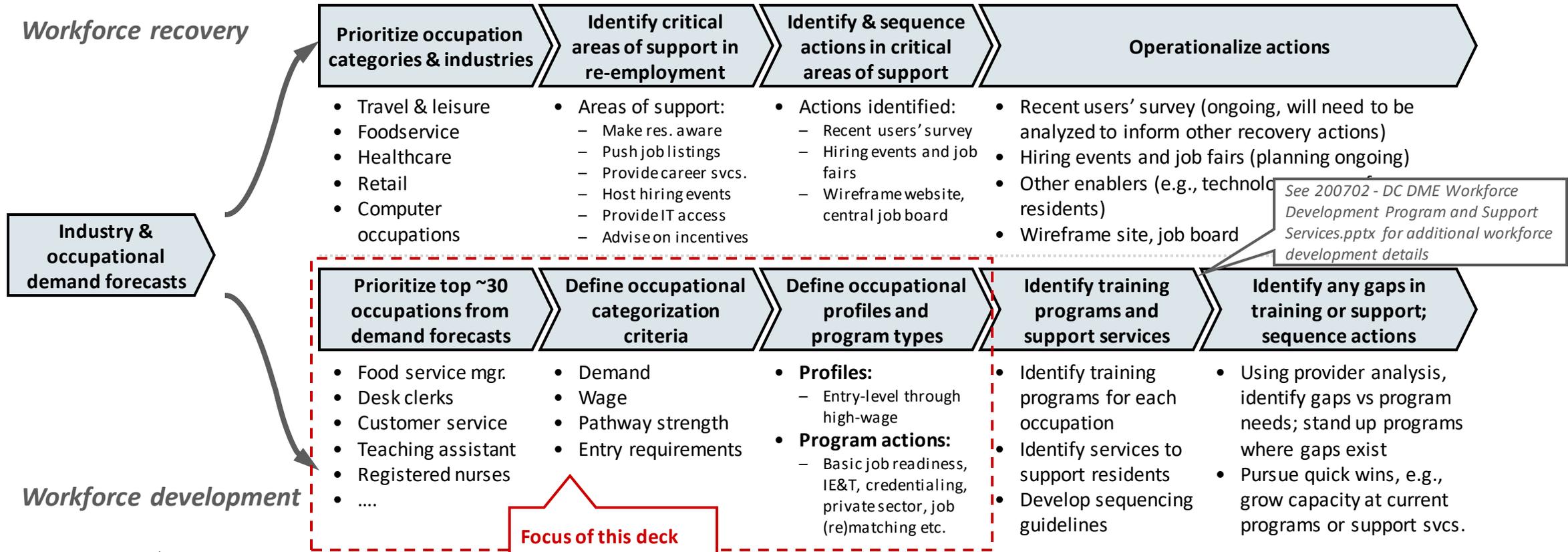


Workforce Development & Recovery

Workforce Development Occupational
Categorization

Workforce Recovery and Development Framework

DELIVERABLES



A G E N D A

Prioritized top ~30 occupations from demand forecast

Define occupational categorization criteria

Define occupational profiles and program types

Appendix

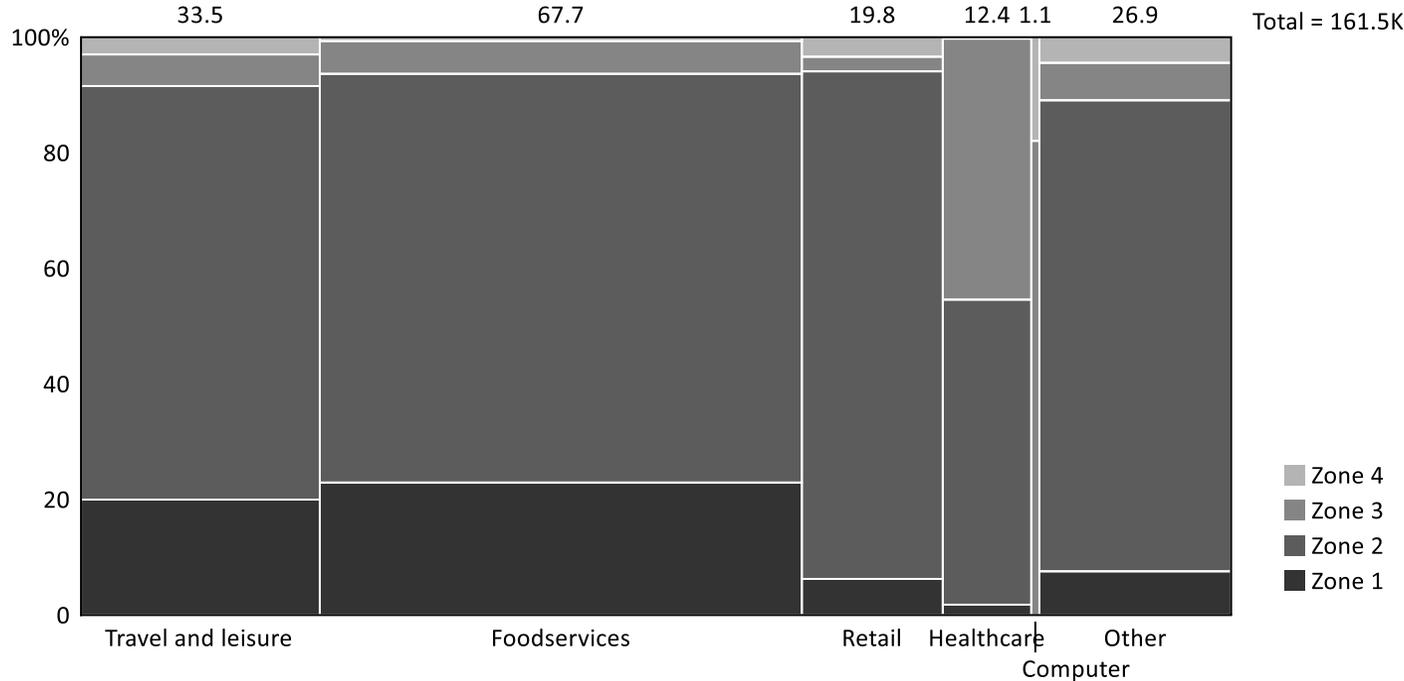
Categorization criteria and occupational profiles

Occupation one-pagers

Reminder: Workforce development focuses on upskilling DC residents to set them on path to longer-term career stability

OCCUPATION PRIORITIZATION

DC metropolitan division current unemployment for 47 modelled occupations, by industry, K



/ PRELIMINARY

Actions differ for each, but are simultaneous

	Goal	Potential actions
1 Workforce recovery <i>Occupations with demand in <6 months</i>	<ul style="list-style-type: none"> Quickly (re)match existing skills in Zones 1-2 Emphasis on attainability 	<ul style="list-style-type: none"> Job search & placement (e.g. job fairs, job boards, career guidance)
2 Workforce development <i>Occupations with demand through 2023</i>	<ul style="list-style-type: none"> Upskill and train for jobs in Zones 2-4 with strong pathways Emphasis on pathway-ability 	<ul style="list-style-type: none"> OJT training Vocational & certification programs (e.g. UDC, bootcamps) Education-based core skills training

Focus of this deck

These are not mutually exclusive lines of work; both could and should happen concurrently

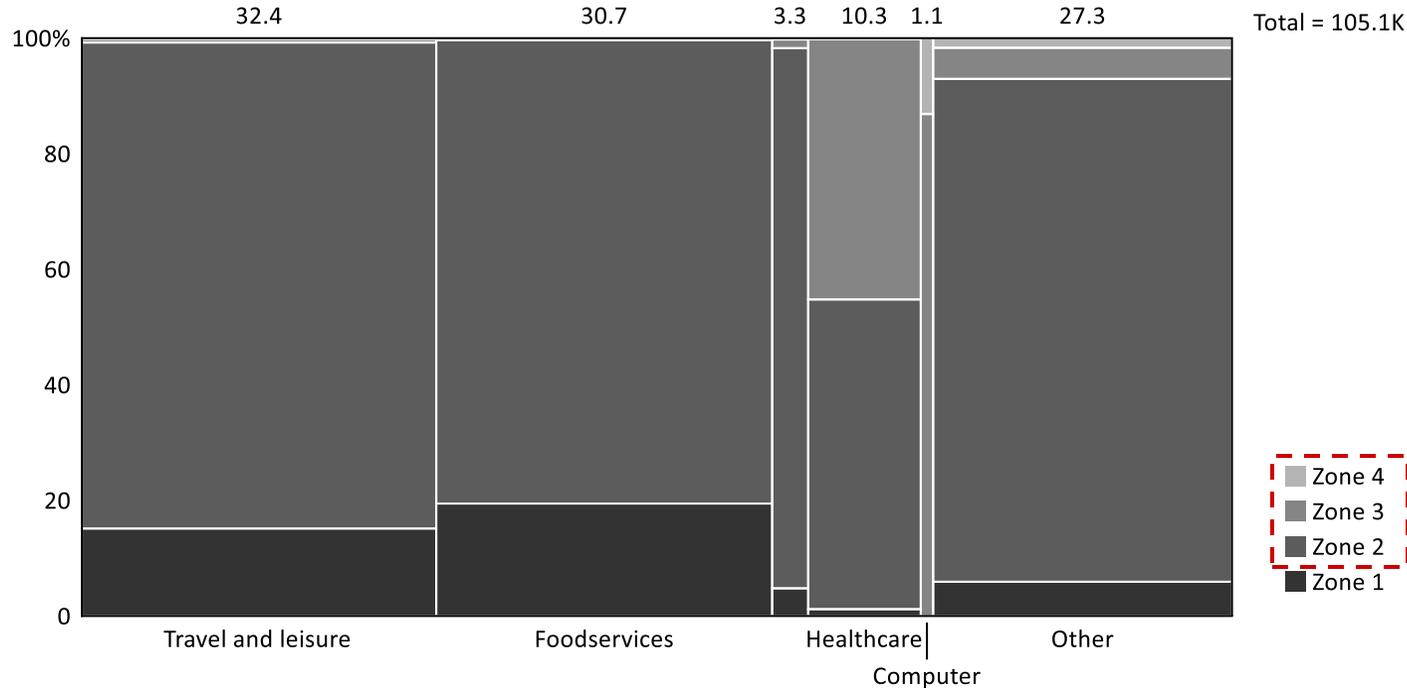
Note: Occupational unemployment in chart only includes unemployment for prioritized, forecasted occupations; spread of unemployment across industries based on national-level employment trends
 Source: BLS, DOES, ONET

Reminder: Longer-term workforce development driven by broader economic recovery, with continued 'new' growth in healthcare and computer occupations

OCCUPATION PRIORITIZATION

/ PRELIMINARY

DC metropolitan division demand for 47 modelled occupations
6 months from now through 2023, by industry, K



Assumptions to align on

- Training and lead time to achieve entry-level qualifications vary
 - Training and education for Zones 3-4 (college degrees or significant OJT) could need to (re)start now
 - Training for Zone 2 occupations could be shorter, within weeks or months



Programs and actions to upskill the workforce should be sequenced with occupational demand

Build up of demand by occupation in appendix.

Note: Does not reflect net occupational loss of ~300 jobs in retail

Source: DOES

There are ~30 high-demand occupations that could be prioritized for workforce development

OCCUPATION PRIORITIZATION

/ PRELIMINARY

Zone	Foodservice		Retail		Travel and Leisure		Healthcare		Computer occupations		Other	
	Occupation	Demand	Occupation	Demand	Occupation	Demand	Occupation	Demand	Occupation	Demand	Occupation	Demand
1	Food prep.	~4.0k										
	Café attendant	~4.0k										
	Dishwasher	~3.0k										
	Barista	~1.5k										
	Counter atndt.	~0.5k										
2	Server	~15.0k	Salespeople	~5.0k	Janitor/Cleaner	~16.0k	Home health aide	~1.5k				
	Cook	~9.5k	Cashier	~3.5k	Security	~6.0k	Nursing assistant	~0.5k				
	Bartender	~6.5k	Cust Serv.	~3.0k	Desk clerk	~4.5k	Childcare worker	~1.5k				
	Food svc. mngr.	~3.5k	Stock clerk	~1.5k			Receptionist	~3.0k				
	Host	~2.0k	Delivery svcs.	~1.0k								
					Tour guides	~1.0k	Dental assistant	~1.5k	Computer user support specialist	~1.0k	Teaching assistant	~3.0k
						Medical secretary	~1.0k	Web developer	~0.2k			
						Medical assistant	~1.0k					
						Registered nurse	~1.0k					
						Dental hygienist	~0.5k					
						Records and IT	~0.3k					
4					Security Manager	~0.5k			Comp. network support	~0.1k		

Key:

Some formal training required
Does not require formal training

Potential occupations for workforce dev.

Total computer occupations demand in next three years ~8k based on BLS forecasts

Note: Occupations listed under their 'primary' industry, but demand growth could be attributed to multiple industry recoveries (e.g., 'Cashier' occupation exists primarily in Retail, while its total recovery is also impacted by recovery in other industries)

Source: DOES; BLS; BEA, ONET

A G E N D A

Prioritized top ~30 occupations from demand forecast

Define occupational categorization criteria

Define occupational profiles and program types

Appendix

Categorization criteria and occupational profiles

Occupation one-pagers

Our goal is to understand how ~30 occupations could be evaluated and grouped to support training for them

O C C U P A T I O N A L C A T E G O R I Z A T I O N

/ P R E L I M I N A R Y

- ① Determine how attractive occupations are based on demand, wage, and pathway strength
- ② Determine how to group occupations into profiles to understand how to best train for them

Occupations were evaluated based on demand, wage, and pathway strength to incorporate view of current and future prospects from an occupation

OCCUPATIONAL CATEGORIZATION

/ PRELIMINARY

Factor	Description	Rationale	Time focus	Scoring
(A) Demand	<ul style="list-style-type: none"> Occupations with greatest demand for labor 	<ul style="list-style-type: none"> Facilitates job obtainment for largest number of residents 	<ul style="list-style-type: none"> Current 	<ul style="list-style-type: none"> High: >3k jobs Med: >1K,<3k jobs Low: <1k jobs
(B) Wage	<ul style="list-style-type: none"> Occupations with higher wages 	<ul style="list-style-type: none"> Greater likelihood of achieving a family-sustaining income 	<ul style="list-style-type: none"> Current 	<ul style="list-style-type: none"> High: >\$30/hour Med: \$17-\$30/hour Low: <\$17/hour
(C) Pathway strength	<ul style="list-style-type: none"> Occupations with a path to upward mobility 	<ul style="list-style-type: none"> Serves as entry point to career stability & family-sustaining income 	<ul style="list-style-type: none"> Future 	<ul style="list-style-type: none"> <i>See next page</i>
WFH	<ul style="list-style-type: none"> Occupation likely to have growing demand for remote employees 	<ul style="list-style-type: none"> Residents can find demand outside the District 		<ul style="list-style-type: none"> <i>Only as filter to add in, not to disqualify</i>

May be impacted by COVID oversupply for some occupations

Pathway strength considers a resident's future prospects from an occupation

Prioritization framework serves as a foundation for determining which occupations to prioritize

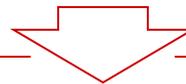
Pathway strength characterizes the level of economic opportunity and mobility an occupation offers

OCCUPATIONAL CATEGORIZATION

/ PRELIMINARY

Criteria for occupations with strong pathways

- 1 Occupations with a **clear path to upward mobility** and family-sustaining income in their industry
- 2 Occupations that offer a **competitive, adaptable skill set** – particularly **digital training** - which enables employees to compete for other roles within or outside the industry
- 3 Occupations with **bright outlooks** and **low risk of near-term automation or near-shoring**



Pathway criteria are a starting point for considering pathway strength, and are intended to evolve dynamically in the future

Note: Bright Outlook occupations are expected to grow rapidly in the next several years or have large number of job openings due to gap in supply and demand

Pathway strength and overall scores to be discussed and refined

Each occupation was assigned a demand, wage, and pathway strength score to understand opportunity that occupation presented

See appendix for pathway strength scoring detail

OCCUPATIONAL CATEGORIZATION

/ TO DISCUSS / PRELIMINARY

Occupation	(A) Demand	(B) Wage	(C) Pathway strength	WFH Potential	Primary Industry	Zone
Food Service Managers	↑	\$35.92	→	→	Foodservice	2
Desk Clerks	↑	\$17.19	→	→	Travel & Leisure	2
Customer Service Reps	↑	\$20.50	→	↓	Retail	2
Teaching assistant	↑	\$16.83	↑	→	Education	3
Registered Nurses	→	\$43.98	→	↓	Healthcare	3
Medical Secretaries	→	\$31.67	→	→	Healthcare	3
Medical Assistants	→	\$21.31	↑	↓	Healthcare	3
Web Developers	↓	\$39.73	↑	↑	Computer	3
Computer User Support	↓	\$32.81	↑	↑	Computer	3
Computer Network Sup.	↓	\$37.74	→	↑	Computer	4
Dental Hygienists	↓	\$50.24	→	↓	Healthcare	3
Security Managers	↓	\$67.95	→	→	Travel & Leisure	4
Security Guards	↑	\$19.56	↓	↓	Travel & Leisure	2
Bartenders	↑	\$20.76	↓	↓	Foodservice	2
Servers	↑	\$17.37	↓	↓	Foodservice	2
Cook	↑	\$16.20	↓	↓	Foodservice	2
Cashiers	↑	\$14.65	→	↓	Retail	2
Salesperson	↑	\$14.94	→	→	Retail	2
Home Health Aides	→	\$14.66	→	→	Healthcare	2
Dental Assistants	→	\$18.75	↓	↓	Healthcare	3
Childcare Workers	→	\$17.56	↓	↓	Healthcare	2
Stock Clerks	→	\$17.28	↓	↓	Retail	2
Delivery Services	↓	\$18.66	↓	↓	Retail	2
Hosts	→	\$14.61	↓	↓	Foodservice	2
Records and Health IT	↓	\$27.07	↓	→	Healthcare	3
Janitors and Cleaners	→	\$15.57	↓	↓	Travel & Leisure	2
Nursing Assistants	↓	\$15.77	→	→	Healthcare	2
Tour Guides and Escorts	↓	\$22.30	↓	↓	Travel & Leisure	3

Note: Demand: High - >3k, Medium - 1k < 3k, Low < 1k, Industry tagged by primary industry—some occupations span multiple industries
 Source: BLS, DOES, ONET, Oxford Automation Survey, National Network, Demand Analysis

A G E N D A

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Occupation one-pagers

We then grouped occupations into 3 profiles based on skills required, wage, and pathway to understand program types best suited for each

OCCUPATIONAL PROFILES & PROGRAM TYPES

/ PRELIMINARY

Criteria

	1 Entry level	2 Mid-level	3 High wage
Description	<ul style="list-style-type: none"> Entry level occupations that require basic workforce skills & build work history 	<ul style="list-style-type: none"> Occupations that require some credentials & offer experience towards high wage occupation 	<ul style="list-style-type: none"> Higher wage jobs that require extensive specific training to attain
	<ul style="list-style-type: none"> a Build transferable or industry skill set 	<ul style="list-style-type: none"> b Have clear pathway within industry 	
Credential requirements	<ul style="list-style-type: none"> Basic job readiness 	<ul style="list-style-type: none"> Basic job readiness May require minor industry certification (can receive in <1 mo) 	<ul style="list-style-type: none"> Requires an industry specific certification Requires post-secondary education or extensive industry credentialing
Wage	<ul style="list-style-type: none"> Lower 	<ul style="list-style-type: none"> Lower 	<ul style="list-style-type: none"> Lower-medium High
Pathway	<ul style="list-style-type: none"> Less clear pathway 	<ul style="list-style-type: none"> Common industry path 	<ul style="list-style-type: none"> Common industry pathway Already high wage
Most common zone	<ul style="list-style-type: none"> Zone 2 	<ul style="list-style-type: none"> Zone 2 	<ul style="list-style-type: none"> Zone 2 or 3 Zone 3/4
Occupation examples	<ul style="list-style-type: none"> Server Host 	<ul style="list-style-type: none"> Home health aide Nursing assistant 	<ul style="list-style-type: none"> Teaching assistant Medical assistant Registered nurse Computer user support

We have grouped occupations into profiles to identify training supports most appropriate to support occupational attainment

OCCUPATIONAL PROFILES & PROGRAM TYPES

/ PRELIMINARY

Industry	1 Entry level	2 Mid-level	3 High wage
Healthcare	a • Janitor • Desk clerk • Security guard	b Home health aide Nursing assistant	• Dental assistant • Medical assistant • Medical secretary • Records and health IT • Dental hygienist • Registered nurse
Travel & Leisure	• Janitor • Desk clerk • Security guard		• Security manager
Computers			• Computer network support • Computer user support • Web developer
Retail	• Stock clerk • Cust. svc. rep. • Cashier • Delivery • Salesperson		
Foodservice	• Bartender • Host • Server	• Cook	• Food service manager
Edu. / social asst.		• Childcare worker	• Teaching assistant

Note: Tour guide removed as is low-wage Zone 3 occupation without a strong pathway

There are several training & hiring supports that support job attainment goals for different populations and occupations

OCCUPATIONAL PROFILES & PROGRAM TYPES

/ PRELIMINARY

Supports	Description of services	Population served
Training	a Basic job readiness <ul style="list-style-type: none"> • Training programs that offer basic, transferable job readiness, including workforce digital skills 	<ul style="list-style-type: none"> • Residents who need basic job readiness skills for Zone 2 occupations
	b Integrated education and training (IE&T) <ul style="list-style-type: none"> • Training programs that offer adult education, basic job readiness, and vocational credentials 	<ul style="list-style-type: none"> • Residents who need education, basic job readiness, and vocational training for Zone 3 or 4 occupations
	c Credentialing <ul style="list-style-type: none"> • Training programs that offer vocational credentials 	<ul style="list-style-type: none"> • Residents who have education and basic job readiness, interested in Zone 3 and 4 occupations
	d Private sector training (outside WIC) <ul style="list-style-type: none"> • Training programs employers run specifically for high-demand occupations 	<ul style="list-style-type: none"> • Residents who have foundational skills interested in employer-focused occupations
Hiring	e Job (re)matching, connecting, attainment & retention <ul style="list-style-type: none"> • Job search assistance: job boards, hiring events, and employment / professional coaching; supports that help residents stay in jobs 	<ul style="list-style-type: none"> • Residents who have skills and credentials to obtain job of choice • All residents likely to use some form of these services
	<i>Intake & resident need supports</i> <ul style="list-style-type: none"> • <i>Support services that underpin the success of training supports</i> 	<ul style="list-style-type: none"> • <i>Any resident who needs supports to successfully utilize workforce development resources</i>

Utilizes workforce recovery supports as well as individuals supports (e.g. coaching, interview training)

Source: Casas.org

A G E N D A

Prioritized top ~30 occupations from demand forecast

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Occupation one-pagers

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Categorization criteria and occupational profiles

Occupation one-pagers

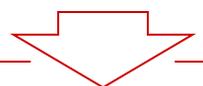
We have categorized occupations by the features that ensure they can lead to a high-wage job and meet residents at their current skill level

OCCUPATIONAL CATEGORIZATION

/ PRELIMINARY

	Reason for using to categorize	Categories
Skills / certifications required at entry	<ul style="list-style-type: none"> Ensures can meet residents where they are today, and train or support them into attainable occupation 	<ul style="list-style-type: none"> Basic job readiness skills Specific skills / certifications
Wage	<ul style="list-style-type: none"> Ensures making at least a living wage 	<ul style="list-style-type: none"> High (>\$30/h) Medium (\$17-\$30/hr) Lower (<\$17/hr)
Pathway	<ul style="list-style-type: none"> Ensures on pathway to a “high wage” occupation 	<ul style="list-style-type: none"> Not on a clear, industry pathway to high wage On a clear industry pathway to high wage

Note: Pathway definition narrowed to only consider industry pathway in occupation profile stage



We will use these key features to develop “occupational profiles” and group occupations by profile

Note: All occupations are high enough demand to warrant opportunity; clear pathway means occupation provides skills and learning that can be directly applied to make a resident more competitive for another job with a higher wage and upward mobility; does not include occupations that provide skill sets but are not on a “pathway”

Occupations that offer wide range of pathways to upward mobility are most likely to be prioritized

OCCUPATIONAL CATEGORIZATION

/ FOR DISCUSSION / PRELIMINARY

Criteria	Factor	Source	Description
1 Path to upward mobility	Upward mobility	<ul style="list-style-type: none"> • ONET • Zippia 	<ul style="list-style-type: none"> • Occupations that serve as an “entry point / stepping stone” to a career with upward socio-economic mobility (e.g. better titles, higher wages, advancement)
2 Competitive, adaptable skills	Common employable skills (CES)	<ul style="list-style-type: none"> • ONET • National Network 	<ul style="list-style-type: none"> • Occupations offering greater number of “common employable skills” (CES) particularly in digital have greater cross-industry opportunities
	Competitive certifications	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Occupations that require skills-validating certifications that support upward mobility within or outside industry
3 Bright outlook	Outlook	<ul style="list-style-type: none"> • ONET 	<ul style="list-style-type: none"> • Occupations with supply and demand gap have higher chance of employment (<i>may be impacted by COVID oversupply</i>)
	Risk of automation or nearshoring	<ul style="list-style-type: none"> • Oxford Automation Study 	<ul style="list-style-type: none"> • Occupations that cannot currently be automated or served outside the District have greater chance of continued employment in DC

Input added after analysis complete, incorporated into occupational profiles instead of pathway strength analysis

Source: ONET Career clusters, wages by occupation for DC, occupation outlooks, skills analysis; National Network “Common Employable Skills” framework by occupation, Oxford analysis of automation risk

Pathway Strength definitions

OCCUPATIONAL CATEGORIZATION

/ PRELIMINARY

Term	Definition
Career Cluster	Career Clusters contain occupations in the same field of work that require similar skills . Students, parents, and educators can use Career Clusters to help focus education plans towards obtaining the necessary knowledge, competencies, and training for success in a particular career pathway
Common Employable Skills (CES)	The set of foundational skills every individual needs to get, and keep, a job in the modern economy
Bright Outlook	Bright Outlook occupations are expected to grow rapidly in the next several years or have large number of job openings due to gap in supply and demand

Source: ONET Career cluster definition, National Network CES, ONET Bright Outlook

There are 16 occupations that require some kind of credential or certificate, ranging from 1 day to 3 years of required training

OCCUPATIONAL PROFILES & PR

1a occupations do not require credentials

/ DIRECTIONAL / PRELIMINARY

1 Entry level

2 Mid-level

3 High wage

Description

b Entry level occupations that require basic workforce skills & build work history

Occupations that require some credentials & offer experience towards high wage occupations

Higher wage jobs that require extensive specific training to attain

Occupations that require credentials

- Home health aide • ~2 months
- Nursing assistant • ~4-12 weeks
- Childcare worker • Variable – Cert test
- Cook • Variable – Cert test

- Dental assistant • ~2 months
- Medical assistant • ~1-3 years
- Records and health IT • ~6 mo-2 yrs
- Teaching assistant • ~6 mo-2 years
- Medical secretary • Variable – Cert test or experience

- Dental hygienist • ~3 years
- Registered nurse • ~2 years
- Security manager • ~3+ years
- Computer network support • ~3+ years
- Computer user support • ~3+ years
- Web developer • ~3-12+ months
- Food service manager • ~3+ years

+ signifies often also requires years experience on the job

Our goal should be to sequence credentialing programs based on time required to achieve credential

Note: All occupation training times for credentials are estimates of how long it can take but all timing is individual dependent ; Full descriptions of credentials and timing required in occupational one-pagers; pathways built out for some occupations as well; Cert test signifies individual does not need formal training but does needs to pass a certification test and may benefit from training classes

Source: ONET, Zippa.com, occupation-specific training sites

We have developed a preliminary view of which training & hiring supports are best suited to serve each occupation profile

OCCUPATIONAL PROFILES & PROGRAM TYPES

/ PRELIMINARY

Supports	1 Entry level with transferable skill set	2 Entry level with common industry pathway	Mid-level	3 High wage
Training				
(a) Basic job readiness	✓	✓		
(b) Integrated education and training (IE&T)		✓	✓	✓
(c) Credentialing		✓	✓	✓
(d) Private sector training (outside WIC)	TBD	TBD	TBD	TBD
Hiring				
(e) Job (re)matching, connecting, attainment, retention	✓	✓	✓	✓
<i>Intake & resident need supports</i>		<i>Apply to all; see supportive services in program categorization deck</i>		

Note: We will discuss what job matching & attainment services can do for different profiles next week

A G E N D A

Prioritized top ~30 occupations from demand forecast

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Categorization criteria and occupational profiles

Occupation one-pagers

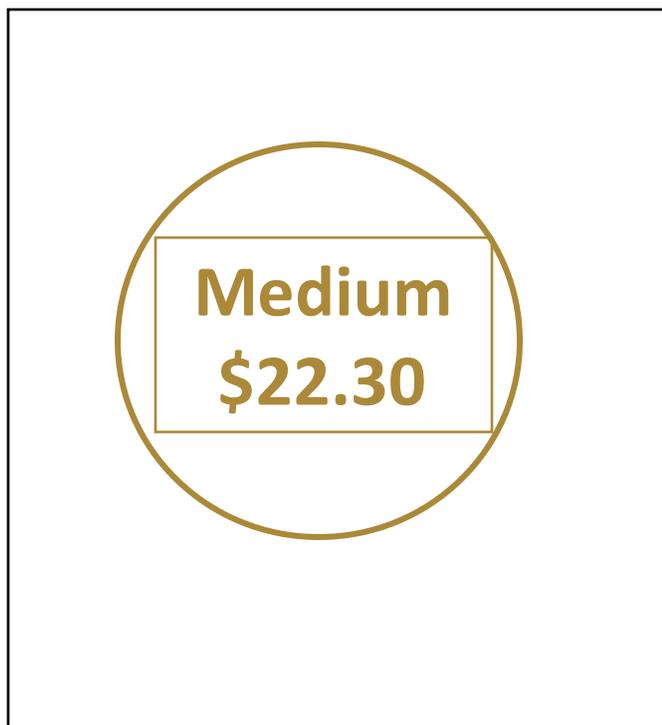
1

Tour Guides and Escort

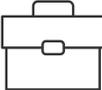
Profile: Entry level

PROFILES

Wage



Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY Pathway



Upskill / Credentials

- High School Diploma or Equivalent
- Note: 57% have bachelors degrees and 11% have masters degree



Common pathway to high wage



Common careers after job

Cashier
(\$14.65/hr)

Sales Associate
(\$14.94/hr)

Not included in rest of analysis; high education barriers with low wage, pathway, and lacks training programs available

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Tour Guides and Escorts

Overall Pathway Score: Low

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



ONET Career pathway: Travel & Tourism

- Top careers after being tour guide are:
 - Internship
 - Sales Associate
 - Cashier
 - Volunteer
- Frequently apply skill set to other occupations

2 Competitive skill set

Overall score: Low



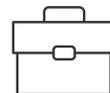
Applied knowledge

- Critical thinking
- Reading & Writing



Personal and people skills

- Communication
- Professionalism
- Dependability



Workplace skills

- Problem solving
- Customer focus

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- High risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Profile: Entry level

Childcare Workers

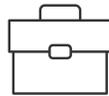
PROFILES

Wage



Medium
\$17.56

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- High School Diploma or Equivalent
- Child Development Associate (CDA) certification
- Certified Childcare Professional (CCP) certification

Pathway



Common pathway to high wage



Common careers after job

Cashier (\$14.65/hr)

Sales Associate (\$14.94/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Childcare Workers

Overall Pathway Score: Low

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



ONET Career pathway: Early Childhood Development & Services

- Top careers after being a childcare worker are:
 - Cashier
 - Sales Associate
 - Customer Service Representative
 - Internship
- Unlikely promotion within childcare profession

2 Competitive skill set

Overall score: Low



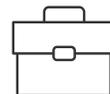
Applied knowledge

- Critical thinking



Personal and people skills

- Dependability & Reliability
- Adaptability



Workplace skills

- Problem solving
- Decision Making
- Customer Focus

3 Bright Outlook

Overall score: High



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- Low risk of automation

Source: National Network CES by occupation, Zipppa related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Stock Clerks

Profile: Entry level

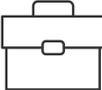
PROFILES

Wage



Medium
\$17.28

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- High School Diploma or Equivalent
- Training done on the job

Pathway



Common pathway to high wage



Common careers after job

Cashier
(\$14.65/hr)

Sales Associate
(\$14.94/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Stock Clerk

Overall Pathway Score: Low

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



ONET Career pathway: Administrative Support

- Top careers after being a stock clerk are:
 - Cashier
 - Sales Associate
 - Customer Service Representative
 - Security Officer
- Unlikely promotion within retail profession

2 Competitive skill set

Overall score: Low



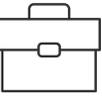
Applied knowledge

- Reading & Writing



Personal and people skills

- Initiative
- Dependability
- Communication



Workplace skills

- Planning & Organizing
- Working with IT tools
- Customer focus

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- Medium risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Delivery Services

Profile: Entry level

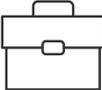
PROFILES

Wage



Medium
\$18.66

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- High School Diploma or Equivalent
- Training done on the job
- Drivers' License is required

Pathway



Common pathway to high wage



Common careers after job

Cashier
(\$14.65/hr)

Sales Associate
(\$14.94/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Delivery Services

Overall Pathway Score: Low

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



ONET Career pathway: Transportation Operations

- Top careers after being a delivery driver are:
 - Cashier
 - Sales Associate
 - Customer Service Representative
 - Server
- Unlikely promotion within retail profession

2 Competitive skill set

Overall score: Low



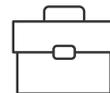
Applied knowledge

- Reading & Writing



Personal and people skills

- Dependability
- Adaptability
- Communication



Workplace skills

- Working with IT tools
- Customer focus

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- Medium risk of automation

Source: National Network CES by occupation, Zipppa related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

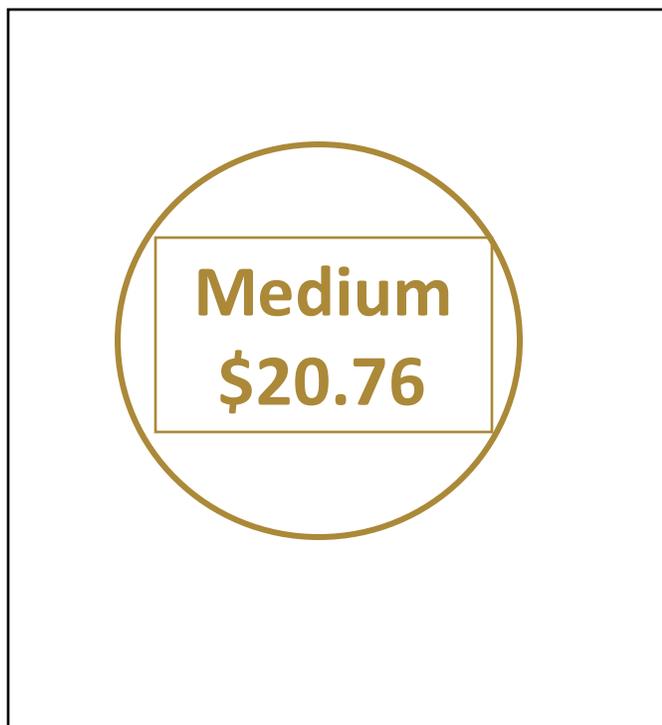
1

Bartenders

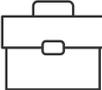
Profile: Entry level

PROFILES

Wage



Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY

 **Upskill / Credentials**

- High School Diploma or Equivalent
- On the Job Training
- Most states require workers who serve alcoholic beverages to be at least 21 years of age

Pathway

 **Common pathway to high wage**

 **Common careers after job**

Cashier (\$14.65/hr)

Sales Associate (\$14.94/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Bartender

Overall Pathway Score: Low

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



ONET Career pathway: Restaurant and Food / Beverage Service

- Top careers after being a bartender are:
 - Server
 - Cashier
 - Manager
 - Sales Associate
- Unlikely promotion within foodservice profession

2 Competitive skill set

Overall score: Medium



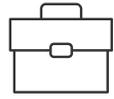
Applied knowledge

- Critical thinking, Tech



Personal and people skills

- Dependability
- Initiative
- Communication
- Teamwork



Workplace skills

- Problem solving
- Decision making
- Business Fundamentals
- Customer focus

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- High risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Home Health Aide

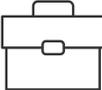
Profile: Entry level

PROFILES

Wage

Low
\$14.66

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY

 **Upskill / Credentials**

- High School Diploma or Equivalent
- Medicare-compensated must obtain 75 hours of training and pass review with Registered Nurse
- May be required to obtain CPR certification

Pathway

 **Common pathway to high wage**

 **Common careers after job**

Nursing Assistant (\$15.77/hr)

Cashier (\$14.65/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Home Health Aide

Overall Pathway Score: Medium

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Medium



ONET Career pathway: Therapeutic Services

- Top careers after being a home health aide are:
 - Certified Nursing Assistant
 - Medical Assistant
 - Customer Service Rep
- Some likelihood of promotion within healthcare profession

2 Competitive skill set

Overall score: High



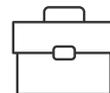
Applied knowledge

- Reading & Writing
- Science
- Critical thinking



Personal and people skills

- Initiative, adaptability
- Dependability & Reliability
- Communication



Workplace skills

- Problem solving & decision making
- Customer focus
- Working with IT tools

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- Medium risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Hosts

Profile: Entry level

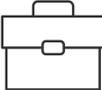
PROFILES

Wage



Low
\$14.61

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- High School Diploma or Equivalent
- Training done on the job

Pathway



Common pathway to high wage



Common careers after job

Cashier
(\$14.65/hr)

Sales Associate
(\$14.94/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Host

Overall Pathway Score: Low

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



**ONET Career pathway:
Restaurant & Food / Beverage
Services**

- Top careers after being a host are:
 - Cashier
 - Sales Associate
 - Customer Service Representative
 - Server
- Unlikely promotion within food service profession

2 Competitive skill set

Overall score: Low



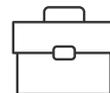
Applied knowledge

- Critical thinking



Personal and people skills

- Dependability
- Initiative
- Communication
- Teamwork



Workplace skills

- Problem solving
- Decision making
- Customer focus

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- High risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Servers

Profile: Entry level

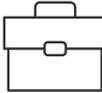
PROFILES

Wage



Medium
\$17.37

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- High School Diploma or Equivalent
- Training done on the job
- Most states require workers who serve alcoholic beverages to be at least 18 years of age

Pathway



Common pathway to high wage



Common careers after job

- Cashier (\$14.65/hr)
- Sales Associate (\$14.94/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Server

Overall Pathway Score: Low

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



**ONET Career pathway:
Restaurant and Food /
Beverage Service**

- Top careers after being a server are:
 - Cashier
 - Sales Associate
 - Customer Service Representative
 - Host
- Unlikely promotion within food service profession

2 Competitive skill set

Overall score: Low



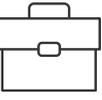
Applied knowledge

- Critical thinking



Personal and people skills

- Dependability
- Initiative
- Communication
- Teamwork



Workplace skills

- Problem solving
- Decision making
- Customer focus

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- High risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Cook

Profile: Entry level

PROFILES

Wage

Low
\$16.20

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY

Upskill / Credentials

- Some training done on the job
- Can require Food Handler's Certification or formal culinary arts education

Pathway

Common pathway to high wage

Common careers after job

Cashier
(\$14.65/hr)

Line Cook
(\$ 13.59/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Cook

Overall Pathway Score: Low

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



**ONET Career pathway:
Restaurant and Food /
Beverage Service**

- Top careers after being a host are:
 - Cashier
 - Sales Associate
 - Customer Service Representative
 - Server
- Unlikely promotion within food service profession

2 Competitive skill set

Overall score: Low



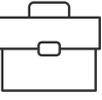
Applied knowledge

- Critical thinking



Personal and people skills

- Dependability
- Initiative
- Communication
- Teamwork



Workplace skills

- Problem solving
- Decision making

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- High risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Janitors and Cleaners

Profile: Entry level

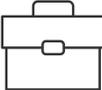
PROFILES

Wage



Low
\$15.57

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- High School Diploma or Equivalent
- Training done on the job

Pathway



Common pathway to high wage



Common careers after job

Desk Clerk
(\$17.19/hr)

Customer Service
(\$20.50/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Janitors & Cleaners

Overall Pathway Score: Low

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



ONET Career pathway: Lodging

- Top careers after being a janitor are:
 - Cashier
 - Customer service representative
 - Sales associate
 - Desk clerk
- Some likelihood of promotion within T&L profession

2 Competitive skill set

Overall score: Low

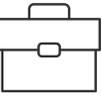


Applied knowledge



Personal and people skills

- Dependability
- Initiative
- Communication



Workplace skills

- Problem solving
- Decision making

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- Medium risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Cashiers

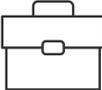
Profile: Entry level

PROFILES

Wage

Low
\$14.65

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY

 **Upskill / Credentials**

- High School Diploma or Equivalent
- Training done on the job

Pathway

 **Common pathway to high wage**

 **Common careers after job**

Customer Service (\$20.50/hr)

Sales Associate (\$14.94/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Cashier

Overall Pathway Score: Medium

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



ONET Career pathway: Professional Sales

- Top careers after being a cashier are:
 - Customer service representative
 - Sales associate
 - Server
 - Receptionist
- Unlikely promotion within retail profession

2 Competitive skill set

Overall score: Medium



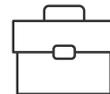
Applied knowledge

- Critical thinking
- Mathematics



Personal and people skills

- Dependability
- Initiative
- Communication
- Teamwork



Workplace skills

- Problem solving
- Decision making
- Customer focus

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- High risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Salesperson

Profile: Entry level

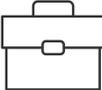
PROFILES

Wage



Low
\$14.94

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



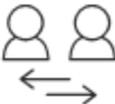
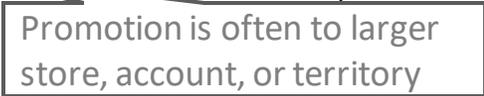
Upskill / Credentials

- High school or equivalent for non-technical items
- Sales experience strongly preferred

Pathway



Common pathway to high wage



Common careers after job

Sales Rep (\$14.94/hr)
Sales Manager (\$76.81/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Salesperson

Overall Pathway Score: Medium

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



**ONET Career pathway:
Professional Sales**

- Top careers after being a salesperson are:
 - Cashier
 - Sales associate
 - Customer service representative
 - Server
- Unlikely promotion within retail profession

2 Competitive skill set

Overall score: Medium



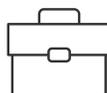
Applied knowledge

- Reading & Writing
- Mathematics



Personal and people skills

- Professionalism
- Dependability & Reliability
- Teamwork
- Communication



Workplace skills

- Decision making
- Customer focus
- Planning & organizing

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- High risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Desk Clerks

Profile: Entry level

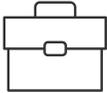
PROFILES

Wage



Medium
\$17.19

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



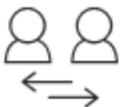
Upskill / Credentials

- High school diploma for most positions
- Clerks receive short-term on-the-job training, usually lasting a few weeks
- Courses in social sciences, as well as word processing and spreadsheet applications, are particularly helpful

Pathway



Common pathway to high wage



Common careers after job

Cashier (\$14.65/hr)

Customer Service Rep (\$14.94/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Desk Clerk

Overall Pathway Score: Medium

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Medium



ONET Career pathway: Lodging

- Top careers after being a desk clerk are:
 - Customer service representative
 - Cashier
 - Nurse assistant
 - Assistant Manager
- Some likelihood of promotion within T&L profession

2 Competitive skill set

Overall score: Medium



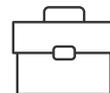
Applied knowledge

- Reading & Writing
- Critical thinking



Personal and people skills

- Professionalism
- Dependability & Reliability
- Adaptability
- Communication



Workplace skills

- Problem solving
- Decision making
- Customer focus

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- High risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Customer Service Reps

Profile: Entry level

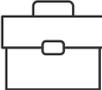
PROFILES

Wage



Medium
\$20.50

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- High school diploma for most positions
- Representatives usually receive short-term on-the-job training, lasting 2 to 3 weeks
- Representatives who provide information about finance and insurance may need a state license

Pathway



Common pathway to high wage



Common careers after job

Cashier (\$14.65/hr)

Sales Associate (\$14.94/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Customer service rep

Overall Pathway Score: Medium

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



ONET Career pathway: Administrative support

- Top careers after being a customer service rep. are:
 - Cashier
 - Sales Associate
 - Administrative Assistant
 - Server
- Unlikely promotion within retail profession

2 Competitive skill set

Overall score: Medium



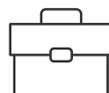
Applied knowledge

- Reading & Writing
- Critical thinking



Personal and people skills

- Professionalism
- Dependability & Reliability
- Adaptability
- Communication



Workplace skills

- Problem solving
- Decision making
- Customer focus

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- Medium risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Nursing Assistants

Profile: Entry level

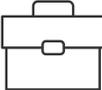
PROFILES

Wage



Low
\$15.77

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- High School Diploma or Equivalent
- CNA licensure, achieved by passing state competency exam
- Complete 4-12 week CNA certificate program

Pathway



Common pathway to high wage

Licensed Nurse (LPN)
(\$25.82/hr)

↓

Registered Nurse
(\$43.98/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Nursing Assistant

Overall Pathway Score: Medium

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Medium



ONET Career pathway: Therapeutic Services

- Top careers after being a nursing assistant are:
 - Home Health Aide
 - Cashier
 - Registered Nurse
 - Medical Assistant
- Some change of promotion in medical profession

2 Competitive skill set

Overall score: Medium



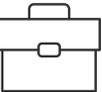
Applied knowledge

- Science
- Critical thinking



Personal and people skills

- Professionalism
- Dependability & Reliability
- Adaptability
- Communication



Workplace skills

- Problem solving
- Decision making
- Customer focus

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- Medium risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

1

Security Guards

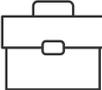
Profile: Entry level

PROFILES

Wage

Medium
\$19.56

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- High school diploma or equivalent
- 8 hours pre-assignment training
- 8-16 hours of OTJ training & 8 hours annual training
- More rigorous for armed guards (particularly in gaming)

Pathway



Common pathway to high wage



Common careers after job

Security Officer
(\$23.40/hr)

Police Officer
(\$36.34/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Security Guard

Overall Pathway Score: Low

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



ONET Career pathway: Security & Protective Services

- Top careers after being a Security Guard are:
 - Cashier
 - Customer Service Rep.
 - Delivery
 - Correctional Officer
- Unlikely promotion within T&L profession

2 Competitive skill set

Overall score: Low

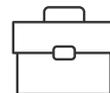


Applied knowledge



Personal and people skills

- Professionalism
- Dependability & Reliability
- Adaptability
- Communication



Workplace skills

- Problem solving
- Decision making
- Customer focus

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- High risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

2

Profile: Mid level

Teaching Assistants

PROFILES

Wage

Low
\$16.83

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY

Upskill / Credentials

- Education Associates degree in education (2 years), or
- Child Development Associate Credential (CDA – 120 hours), or
- OSSE-issued credential or valid credential from another state

Pathway

Common pathway to high wage

```

graph TD
    A["Teacher ($38.02/hr)"] --> B["Teaching Manager ($44.04/hr)"]
    B --> C["Principal ($52.08/hr)"]
  
```

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Teaching Assistant

Overall Pathway Score: High

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: High



ONET Career pathway: Teaching / Training

- Top careers after being a teaching assistant are:
 - Research Assistant
 - Teacher
 - Tutor
 - Sales Associate
- Unlikely promotion within teaching profession

2 Competitive skill set

Overall score: High



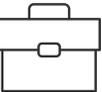
Applied knowledge

- Reading & Writing
- Science & Technology
- Critical thinking



Personal and people skills

- Professionalism, Adaptability
- Dependability & Reliability
- Communication, Teamwork



Workplace skills

- Problem solving
- Decision making
- Working with IT Tools

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- Medium risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

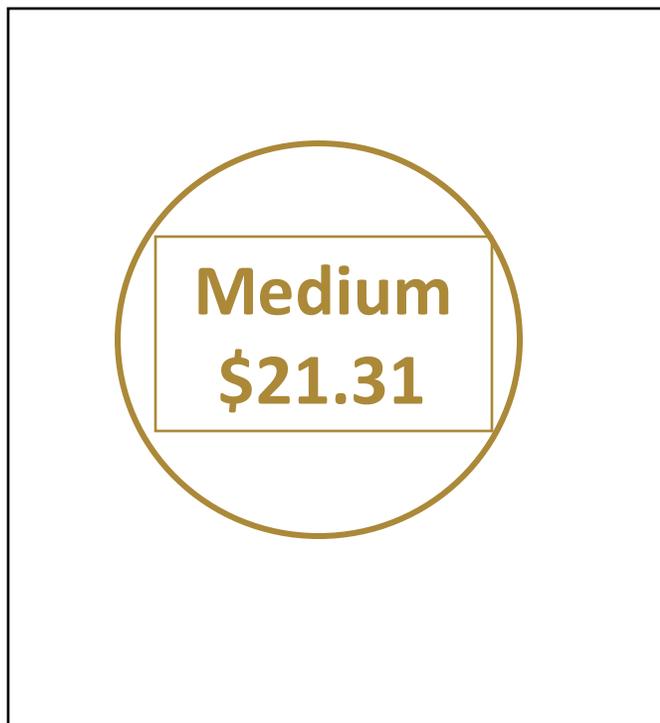
2

Profile: Mid level

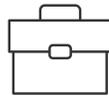
Medical Assistants

PROFILES

Wage



Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY Pathway



Upskill / Credentials

- Post-secondary education preferred
- Complete certification (~720 hours of training & 160 hours externship), or
- Associates degree (~2 years)
- National certification often recommended, not required (CMA, RMA)



Common pathway to high wage

Nursing Assistant
(\$15.77/hr)



Registered Nurse
(\$43.98/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Medical Assistants

Overall Pathway Score: High

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: High



ONET Career pathway: Therapeutic Services

- Top careers after being a medical assistant are:
 - Customer service rep.
 - Nurse assistant
 - Home health aide
 - Licensed nurse
- Likelihood of promotion within medical profession

2 Competitive skill set

Overall score: High



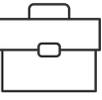
Applied knowledge

- Reading & Writing
- Science & Technology
- Critical thinking



Personal and people skills

- Professionalism
- Dependability & Reliability
- Communication



Workplace skills

- Problem solving, Decision making
- Customer focus
- Working with IT Tools

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- High risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

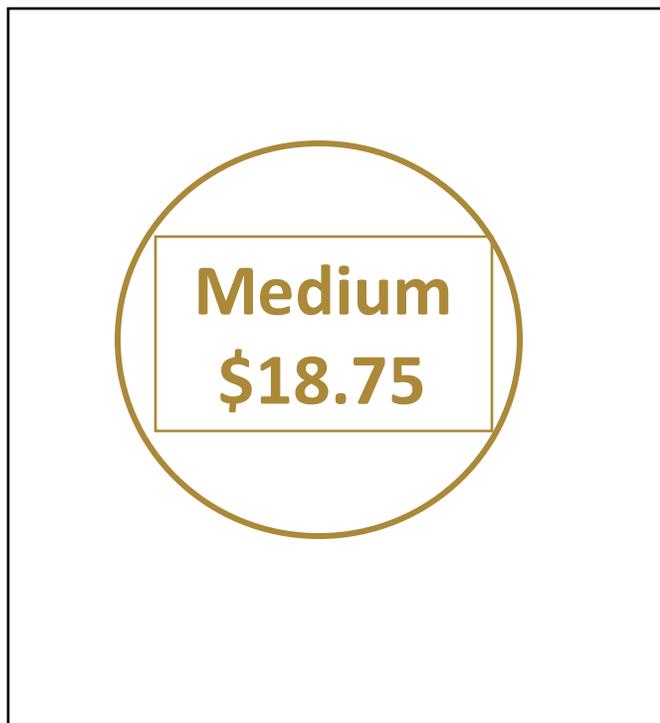
2

Profile: Mid level

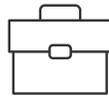
Dental Assistants

PROFILES

Wage



Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY Pathway



Upskill / Credentials

- Graduate from an accredited program (3 mo – 2 years)
- Pass exam to receive license
- Pass CDA exam to get certification
- Often requires externship



Common pathway to high wage



Common careers after job

Dental Hygienist
(\$50.24/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage

Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Dental Assistant

Overall Pathway Score: Low

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



**ONET Career pathway:
Therapeutic Services**

- Top careers after being a dental assistant are:
 - Dental Hygienist
 - Cashier
 - Office Manager
 - Sales Associate
- Some promotion within dental profession

2 Competitive skill set

Overall score: Low



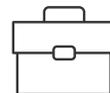
Applied knowledge

- Reading & Writing



Personal and people skills

- Professionalism
- Dependability & Reliability
- Communication



Workplace skills

- Problem solving
- Decision making
- Working with IT Tools

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- Medium risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

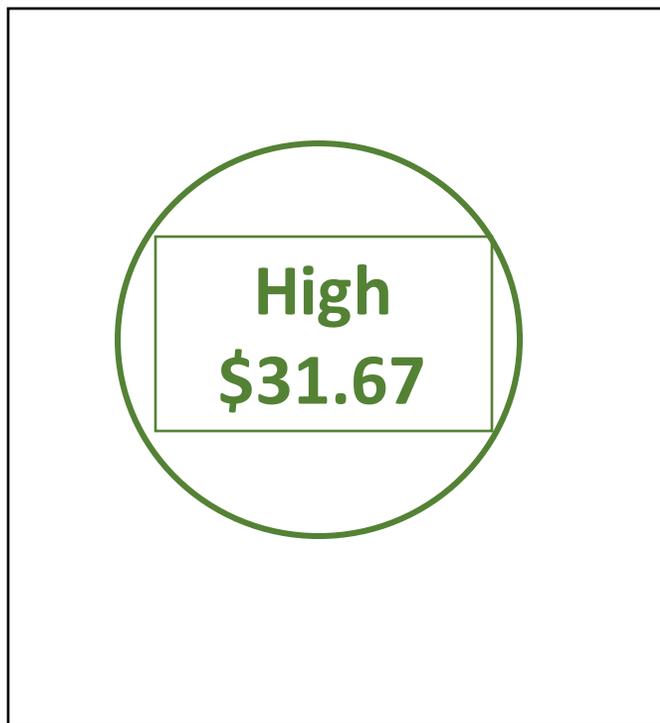
2

Profile: Mid level

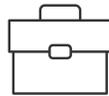
Medical Secretaries

PROFILES

Wage



Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- High School Diploma or Equivalent
- Certified Administrative Professional (CAP) certification preferred
- Often requires 2-4 years administrative experience

Pathway



Common pathway to high wage



Common careers after job

Admin Assistant
(\$33.20/hr)

Medical Assistant
(\$21.31/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage

Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Medical Secretary

Overall Pathway Score: Medium

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Medium



ONET Career pathway: Health Informatics

- Top careers after being a medical secretary are:
 - Medical assistant
 - Administrative assistant
 - Customer service rep
 - Nursing assistant
- Some likelihood of promotion within medical profession

2 Competitive skill set

Overall score: High



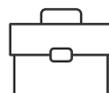
Applied knowledge

- Reading & Writing
- Science & Technology
- Critical thinking



Personal and people skills

- Professionalism, Adaptability
- Dependability & Reliability
- Communication, Teamwork



Workplace skills

- Problem solving
- Decision making
- Working with IT Tools

3 Bright Outlook

Overall score: Medium



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- High risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

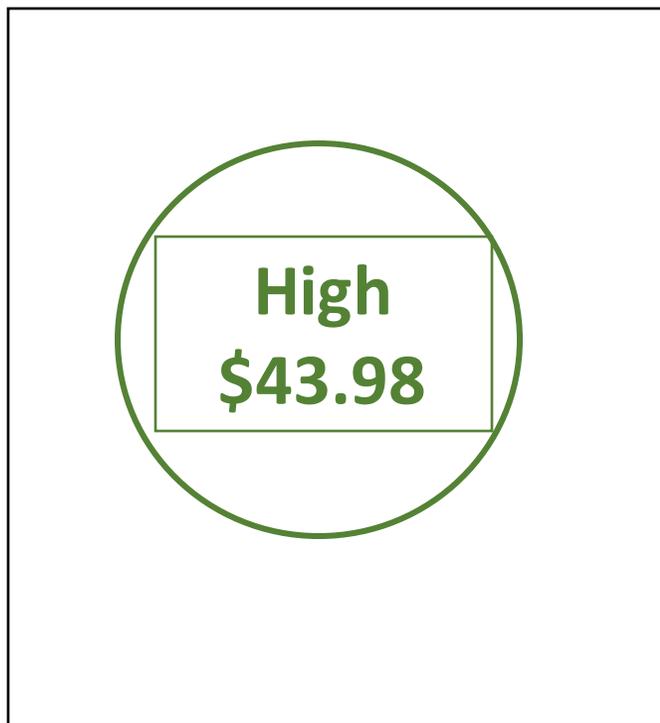
3

Profile: High wage

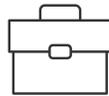
Registered Nurses

PROFILES

Wage



Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY Pathway

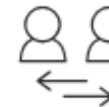


Upskill / Credentials

- Degree in Nursing
 - BSN (Bachelor of Science in Nursing), or
 - Associated Degree in Nursing (AND, AASN), or
 - Diploma from an approved nursing program
- Time Length for Credentials: 2-4 years



Common pathway to high wage



Common careers after job

Staff Nurse
(\$48.55/hr)

Managing Nurse
(\$54.01/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage

Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Registered Nurse

Overall Pathway Score: Medium

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



ONET Career pathway: Therapeutic Services

- Few related occupations related to Nurse occupation outside of direct promotion
 - Related occupations are mostly other kinds of Nurse
- High turnover; 1/5 Nurses leave first job in first year

2 Competitive skill set

Overall score: High



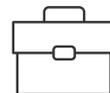
Applied knowledge

- Reading & Writing
- Science & Technology
- Critical thinking



Personal and people skills

- Professionalism, Adaptability
- Dependability & Reliability
- Communication, Teamwork



Workplace skills

- Problem solving, Decision making
- Customer focus
- Working with IT Tools

3 Bright Outlook

Overall score: High



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- Low risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

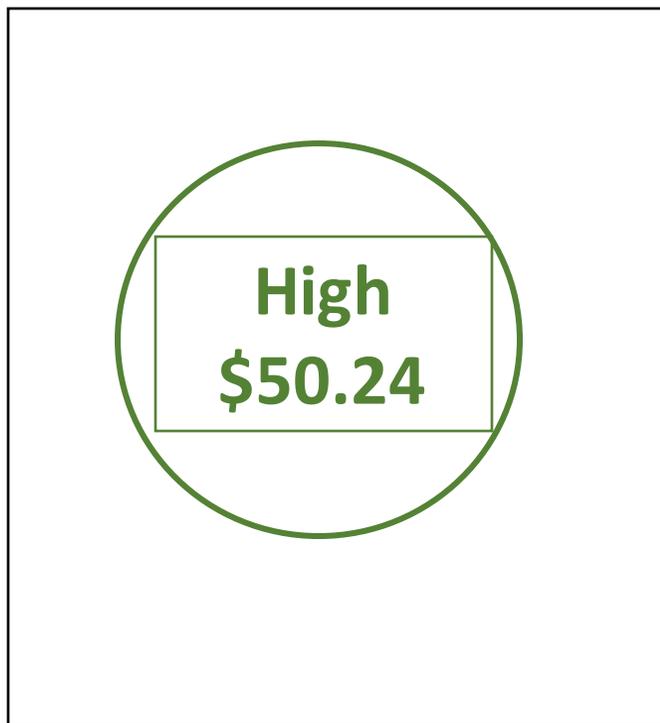
3

Profile: High wage

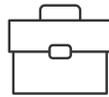
Dental Hygienists

PROFILES

Wage



Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY Pathway

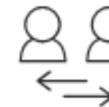


Upskill / Credentials

- Associate's degree in dental hygiene
 - Includes classroom, laboratory, and clinical instruction
- Pass a series of National and State Dental Hygiene Exams
- Obtain license from state
- Time Length for Credentials: 3 years



Common pathway to high wage



Common careers after job

Clinical Instructor
(\$40.22/hr)

Nurse Practitioner
(\$54.01/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Dental Hygienist

Overall Pathway Score: Medium

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: Low



ONET Career pathway: Therapeutic Services

- All occupations in career cluster with higher wage require additional graduate degree
- Low likelihood of promotion
- Average dental hygienist remains in profession for ~15 years

2 Competitive skill set

Overall score: Medium



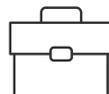
Applied knowledge

- Medical technology
- Computer skills
- Critical thinking



Personal and people skills

- Communication
- Professionalism



Workplace skills

- Problem solving
- Customer focus
- Working with tools & tech

3 Bright Outlook

Overall score: High



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- Some risk of automation in 5-10 years

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, American Dental Association Job Description, Oral Health Group Average Job Longevity, related occupation wages based on national data

3

Profile: High wage

Security Managers

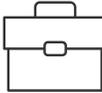
PROFILES

Wage



High
\$67.95

Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- Bachelor's or Associates degree
- Often requires additional certifications in cybersecurity
- Classroom experience in cybersecurity and electronics

Pathway



Common pathway to high wage



Common careers after job

Security Officer (\$23.40/hr)

Security Director (\$19.56/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Security Manager

Overall Pathway Score: Medium

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Score: Medium



ONET Career pathway: General Management

- Some related occupations with upward mobility that do not require significant additional study
 - Program Manager (~\$100K)
 - Security Director (~\$150K)
- Few promotion opportunities

2 Competitive skill set

Score: Medium



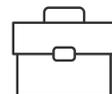
Applied knowledge

- Science
- Technology
- Critical Thinking



Personal and people skills

- Communication



Workplace skills

- Decision making
- Problem solving
- Working with Tools & IT

3 Bright Outlook

Score: Low



Outlook

- Not bright outlook



Risk of automation

- Medium risk of automation

Source: National Network CES by occupation, ONET career cluster, wage, and outlook data, Oxford Automation Study, Zippia related careers, related occupation wages based on national data

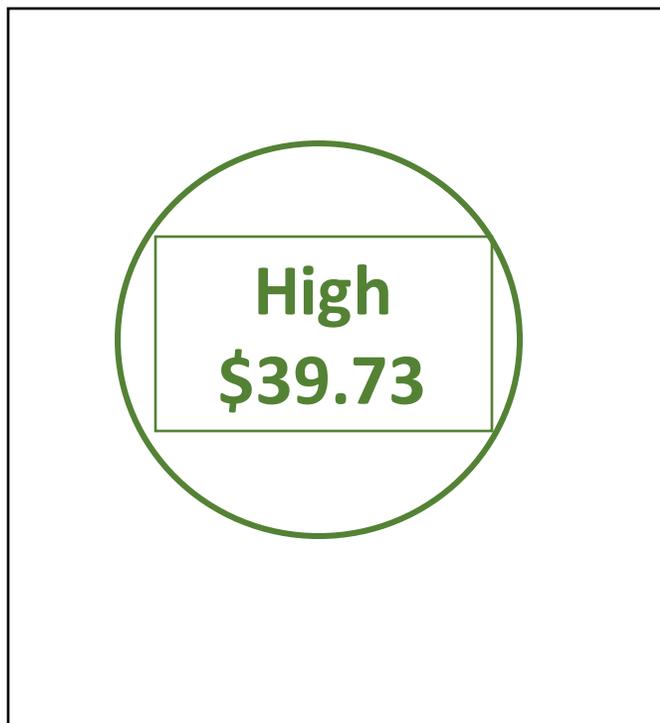
3

Profile: High wage

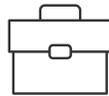
Web Developers

PROFILES

Wage



Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



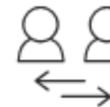
Upskill / Credentials

- Associate's degree in web design or related field
- Often requires additional certifications in web design
- Time Length for Credentials: 3-12 months

Pathway



Common pathway to high wage



Common careers after job

Interactive Developer
(\$55.46/hr)

Front End Developer
(\$57.21/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage

Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Web Developer

Overall Pathway Score: High

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Overall score: High



ONET Career pathway: Programming and Software Development

- Multiple related occupations with higher salary do not require additional degree
 - Senior / Lead Web Developer (~\$100K)
 - Software engineer (~\$110K)
 - Interactive Developer (~\$90k)
- Some likelihood of promotion

2 Competitive skill set

Overall score: High



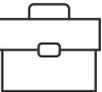
Applied knowledge

- Technology
- Critical thinking
- Mathematics



Personal and people skills

- Professionalism
- Dependability & Reliability
- Adaptability



Workplace skills

- Problem solving
- Working with tools & tech
- Planning & Organizing

3 Bright Outlook

Overall score: High



Outlook

- Bright – rapid growth



Risk of automation / nearshore

- Low risk of automation

Source: National Network CES by occupation, Zippia related careers, ONET career cluster, wage, and outlook data, Oxford Automation Study, related occupation wages based on national data

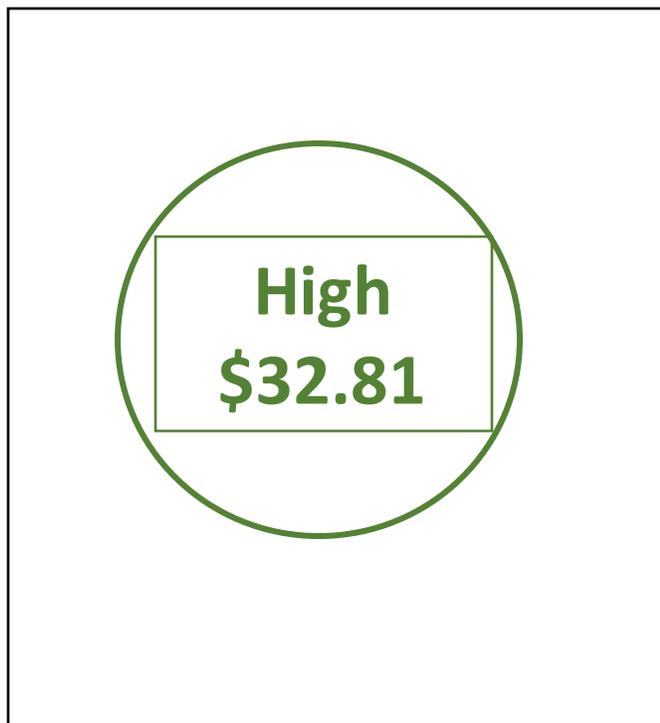
3

Profile: High wage

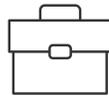
Computer User Support Specialists

PROFILES

Wage



Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- Associate's Degree or postsecondary classes preferred (not required, just most common)
- Some require certifications in Microsoft and CompTIA - requires passing exam
- Time Length for Credentials: 24 weeks - 3 years

Pathway



Common pathway to high wage

Technical support specialist(\$32.81/hr)



Systems Engineer (\$57.21/hr)



Project Manager (\$67.95/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Computer User Support Specialist

Overall Pathway Score: High

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Score: High



ONET Career pathway: Program and Software Dev.

- Many lateral and upward options with minimal additional study or stackable credentials
 - Technical support specialist (~\$70K)
 - Systems administrator (~\$70K)
 - Network administrator (~\$70k)
- Often remain in computer occupations many years

2 Competitive skill set

Score: High



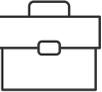
Applied knowledge

- Critical Thinking
- Technology
- Science



Personal and people skills

- Communication
- Dependability
- Reliability & Respect



Workplace skills

- Decision making
- Problem solving
- Working with Tools & IT

3 Bright Outlook

Score: High



Outlook

- Bright – rapid growth



Risk of automation

- Medium risk of automation

Source: National Network CES by occupation, ONET career cluster, wage, and outlook data, Oxford Automation Study, Zippia related careers, related occupation wages based on national data

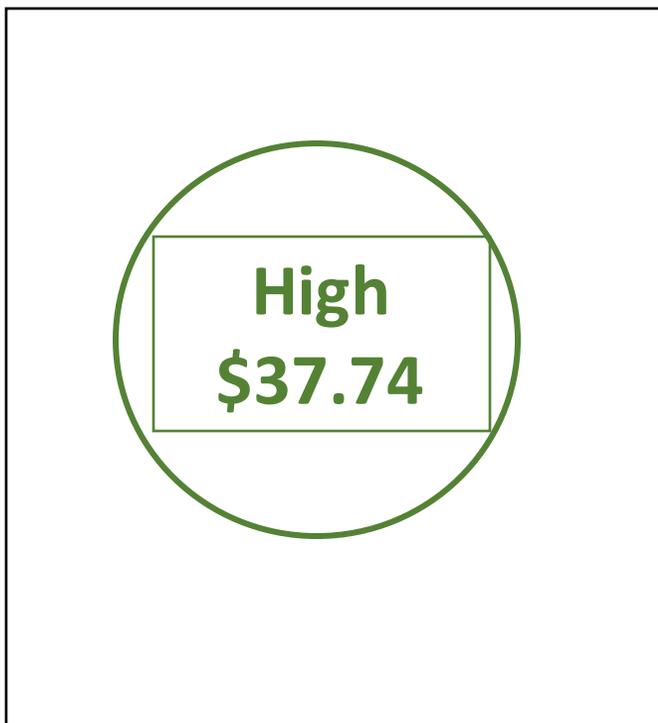
3

Profile: High wage

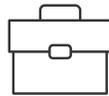
Computer Network Support Specialists

PROFILES

Wage



Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



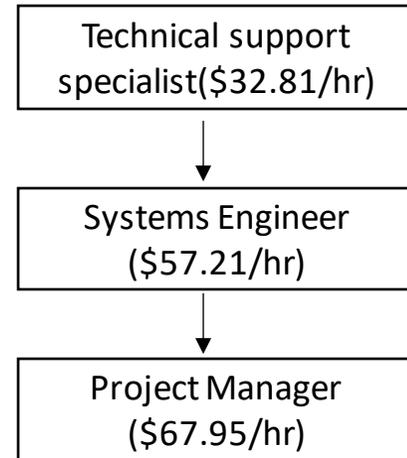
Upskill / Credentials

- Associate's Degree or postsecondary classes preferred (not required, just most common)
- Some require certifications in Microsoft and CompTIA - requires passing exam
- Time Length for Credentials: 24 weeks - 3 years

Pathway



Common pathway to high wage



Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Computer Network Support Specialists

Overall Pathway Score: Medium

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Score: Medium



ONET Career pathway: Information Support & Services

- Some lateral and upward occupations
 - Network engineer (~\$80K)
 - Network administrator (~\$70K)
- Unclear how long individuals remain in career

2 Competitive skill set

Score: Medium



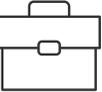
Applied knowledge

- Technology
- Science



Personal and people skills

- Communication
- Reliability & Respect



Workplace skills

- Decision making
- Problem solving
- Working with Tools & IT

3 Bright Outlook

Score: Low



Outlook

- Not bright outlook



Risk of automation

- Medium risk of automation

Source: National Network CES by occupation, ONET career cluster, wage, and outlook data, Oxford Automation Study, Zippia related careers, related occupation wages based on national data

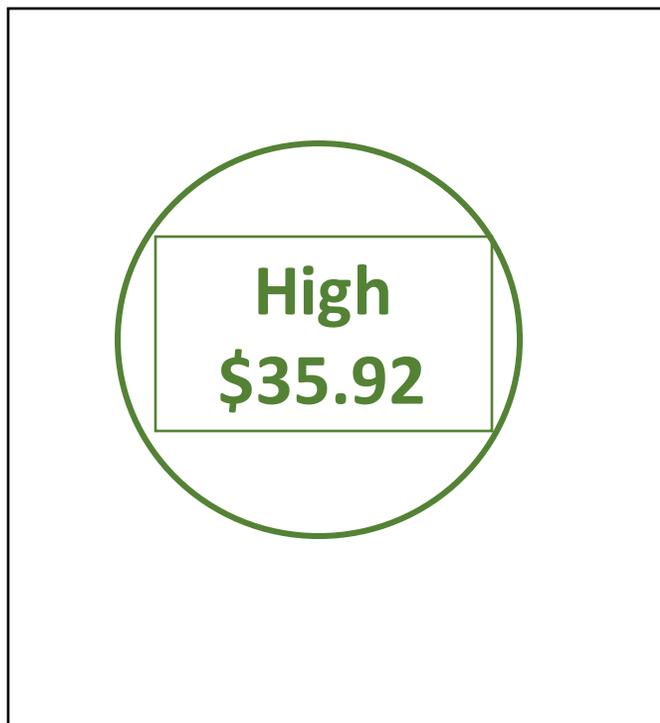
3

Profile: High wage

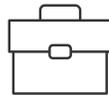
Food Service Managers

PROFILES

Wage



Skills / Credentials required to obtain job / NON-EXHAUSTIVE / PRELIMINARY



Upskill / Credentials

- Food Protection Manager's Certification Exam
- Several years experience in food service (e.g. as server, cook, or host)
- Post post-secondary education preferred (particularly at upscale restaurants and hotels)

Pathway



Common pathway to high wage



Common careers after job

Store Manager
(\$76.81/hr)

Culinary Manager
(\$29.82/hr)

Note: More than one pathway available; pathway intended to be illustrative to show there is at least one pathway to high wage
Source: ONET, Zippia.com, Study.com, BLS

Pathway score: Food service Managers

Overall Pathway Score: Medium

PATHWAY STRENGTH

/ PRELIMINARY

1 Upward mobility path

Score: Medium



**ONET Career pathway:
Restaurant & Food/Beverage
Services**

- Multiple related occupation with higher salary do not require significant additional study
 - Food Service Director (~\$80K)
 - Service Manager (~\$90K)
- Some likelihood of promotion

2 Competitive skill set

Score: Medium



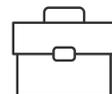
Applied knowledge

- Writing
- Computer skills



Personal and people skills

- Communication skills
- Leadership
- Creativity



Workplace skills

- Problem solving
- Organizational
- Planning

3 Bright Outlook

Overall Score: High



Outlook

- Bright – rapid growth



Risk of automation

- Low risk of automation in 5-10 years

Source: National Network CES by occupation, ONET career cluster, wage, and outlook data, Oxford Automation Study, Zippia related careers, related occupation wages based on national data

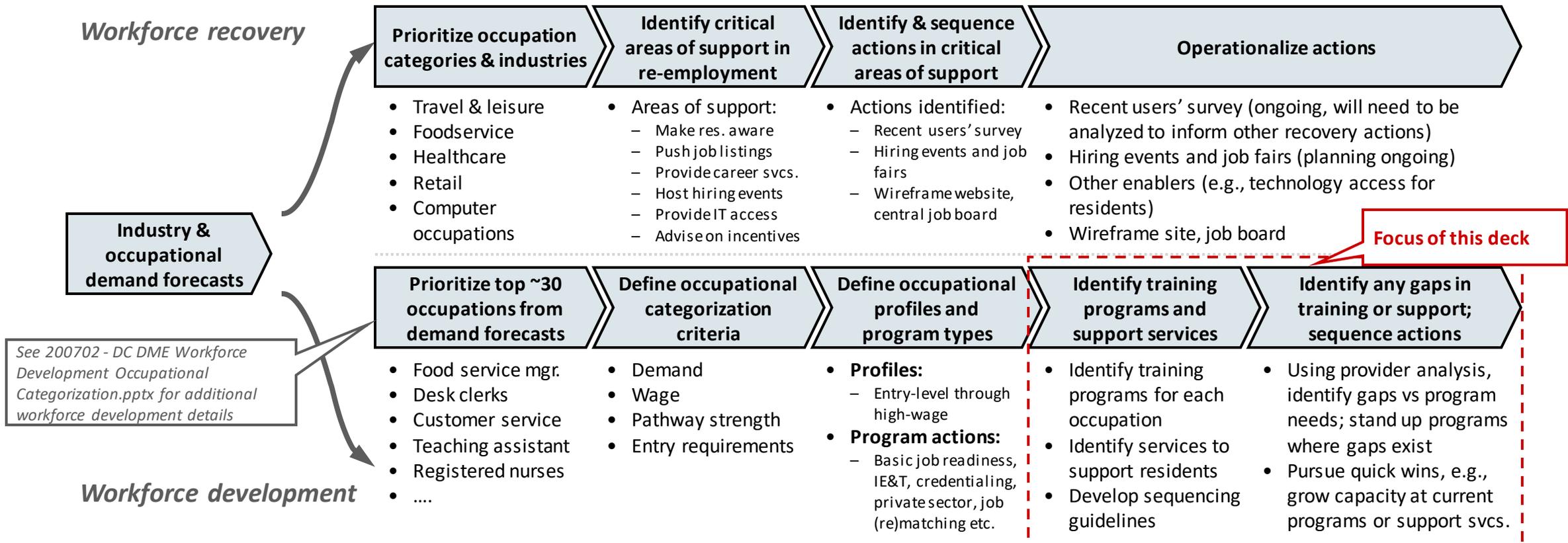


Workforce Development & Recovery

Workforce Development Program
Categorization

Workforce Development: Process Overview

DELIVERABLES



A G E N D A

Training programs and support services

Gaps and sequencing

Appendix

Our goal was to approach program prioritization with an equity lens to ensure all DC residents can (re)connect with the workforce

TRAINING & SUPPORTS

Workforce recovery (short term)

/ PRELIMINARY Workforce development (long term)

Overall goal

- Quickly (re)match DC residents with basic skills into high-demand occupations in **Zones 1-2**

- Utilize recovery time to train DC residents with skills gaps into occupations in **Zones 2-4**

Primary approach to equity

- Prioritize occupations that can be achieved now by residents who need support (Zones 1 and 2)
- Support enablers that promote equal access

- Prioritize program mix that trains, upskills, and builds basic skills for all DC residents, regardless of education, experience, or background
- Prioritize programs that support those most at risk of not (re)connecting to workforce

Equity enabler examples

- Target job fairs to most impacted
- Alternate comms. (non-digital)
- Childcare support
- Access to digital resources
- Transportation

- Foundational skills programs
- Offer incremental advancement
- Childcare support
- Access to digital resources
- Transportation

Intent

- Focuses energy on residents who need jobs quickly, have skills to obtain jobs, but may need support connecting to job opportunities

- Ensures all residents have an “entry point” to train for prioritized occupations, with emphasis on those at highest risk of not (re)connecting with workforce

We recommended investing in two types of programs to serve DC residents at all education and experience levels

TRAINING & SUPPORTS

/ PRELIMINARY

See appendix for pathways that highlight programs that could be prioritized to train any DC resident into several occupations

a Training and upskilling

b Foundational and workforce readiness skills

Focus area	<ul style="list-style-type: none"> Upskill and train for specific occupations Includes education / vocational training & “earn and learn” programs 	<ul style="list-style-type: none"> Build foundational skills <ul style="list-style-type: none"> – E.g., numeracy, literacy, digital, workplace behavior Includes education-based & work-based foundational-skills learning programs
Population served	<ul style="list-style-type: none"> DC residents with at least a high school diploma and some previous work experience 	<ul style="list-style-type: none"> DC residents with barriers to employment or who do not pass CASAS test
Next steps	<ul style="list-style-type: none"> Compete for Zone 3-4 jobs, or specialized Zone 2 jobs Often completed incrementally in parallel with workplace experience 	<ul style="list-style-type: none"> Compete for Zone 2 job, or upskill for Zone 3-4 job Often learned “on the job” through basic skills employment programs
Program examples	<ul style="list-style-type: none"> UDC industry courses Boot camps Coursera ByteBack HealthWrite UrbanEd 	<ul style="list-style-type: none"> Project Empowerment PYAP Career Bridge UDC – Digital Literacy UDC – LA and Math Fundamentals

Tailored to the broad population

Tailored to DC’s most vulnerable

Source: DC Expenditures Report, Expert Interviews

Occupation-specific pathways identified pathway and training programs needed to support any resident’s training into prioritized occupations

TRAINING & SUPPORTS

/NON-EXHAUSTIVE / PRELIMINARY

DC resident at entry point

Registered Nurse - Example Pathway

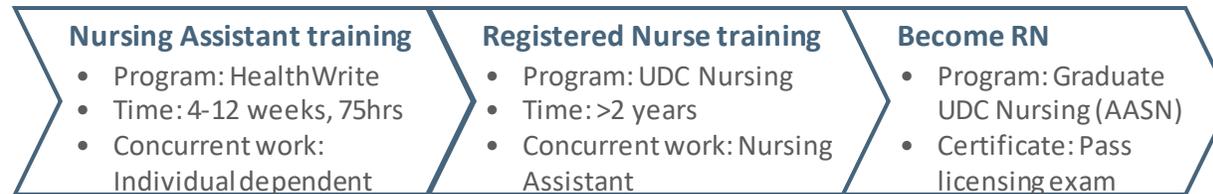
Timeframe

Lacks basic job readiness



- Basic: Individual
- NA: 4-12 weeks
- RN: At least 2 years

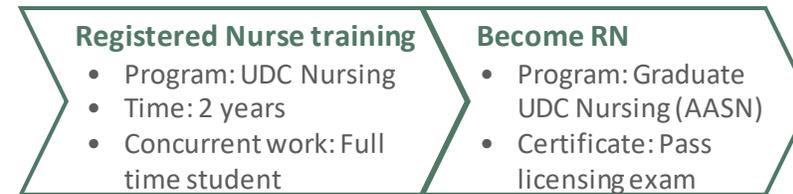
Has basic skills, wants full time employment



- NA: 4-12 weeks
- RN: At least 2 years

Has basic skills, wants to be full time student

See appendix for additional pathways that highlight programs that could be prioritized to train any DC resident into several occupations



- RN: 2 years

In addition to training programs, case studies show investing in 4 supportive service types can help DC’s vulnerable be successful in workforce programs

TRAINING & SUPPORTS

/ DRAFT

	Workforce specific			Generic
	★ Critical support	★ Critical support	★ Critical support	
	Transport	★ Childcare	★ Digital Access & Connection	Basic & financial services
Description	<ul style="list-style-type: none"> ~30% of unemployed live in relatively inaccessible Wards 7, 8 and need free or subsidized transportation to reach workforce programs 	<ul style="list-style-type: none"> ~25% of DC residents have a dependent and need free or subsidized childcare to participate in workforce Anticipated sizeable growth in need when residents use education programs 	<ul style="list-style-type: none"> Most jobs are posted online and ~60% of workforce programs can be delivered online in COVID world Digital access hubs are critical for creating neighborhood connectivity 	<ul style="list-style-type: none"> ~15% of DC residents need basic living supports like healthcare, food assistance, financial services, and housing Required regardless of workforce participation
Challenges to service delivery	<ul style="list-style-type: none"> Eligibility constraints (current programs may serve elderly / youth) 	<ul style="list-style-type: none"> Financial barriers Flexibility required (e.g. shift work, potential school schedule) 	<ul style="list-style-type: none"> Financial barriers to purchase and training of digital tools (e.g. computers over mobile) 	<ul style="list-style-type: none"> Benefits cliff when public programs are phased out
Potential solutions	<ul style="list-style-type: none"> Expansion of transportation subsidy eligibility 	<ul style="list-style-type: none"> Expansion of childcare subsidies and hours offered 	<ul style="list-style-type: none"> Expansion of digital access programs and hubs 	<ul style="list-style-type: none"> Extension of direct cash payments

Federal COVID benefits end July 31

Recovery may require expansion of support services, particularly in childcare and digital access

DC may consider expanding these critical services and can leverage learnings from other municipalities

TRAINING & SUPPORTS

/NON-EXHAUSTIVE / PRELIMINARY

	Transport	Childcare	Digital Access & Connection	Basic Services: Financial
				
DC programs	<ul style="list-style-type: none"> DC could expand the Transit Subsidy Program to residents who are enrolled in workforce programs ... 	<ul style="list-style-type: none"> Additional funding for CARES Act could expand city child care programs Potential OSSE childcare grants ... 	<ul style="list-style-type: none"> Libraries and schools can offer free public Wi-Fi outside of working hours, perhaps through DC Connect ... 	<ul style="list-style-type: none"> DC could expand TANF for district families who may lose public program eligibility for not returning to the workforce ...
Other jurisdictions	<ul style="list-style-type: none"> Fair Fares NYC gave subsidized subway cards to low income residents SEPTA reduced transfer price for residents in low mobility areas 	<ul style="list-style-type: none"> Colorado extended free childcare to essential workers via tuition credits NYC gave tax credits to employers offering childcare centers New Mexico granted temporary registration to new license-exempt child care providers 	<ul style="list-style-type: none"> SF developed centralized resources like the Digital Equity Playbook and train the trainer workshops for CBOs Atlanta’s Digital Bridge program provided laptops and hotspots to students in critical transition grades 	<ul style="list-style-type: none"> California has expanded TANF to move the grant amount to at least half of the poverty line Stockton, California piloted a universal basic income model that prioritizes cash subsidies over other programs

DC may benefit from conducting a services support assessment to identify gaps in supplementary programs

Source: Access.nyc.gov, Septa.org- Reduced Transit Fare Program, Colorado.gov- Emergency Child Care Collaborative, NewMexico.gov, Sfmohcd.org- Digital Equity Strategic Plan, Atlantapublicschools.us- APS Digital Bridge Initiative, Connect.DC– Digital Inclusion Initiative, Ddot.dc.gov- School Transit Subsidy Program

A G E N D A

Training programs and support services

Gaps and sequencing

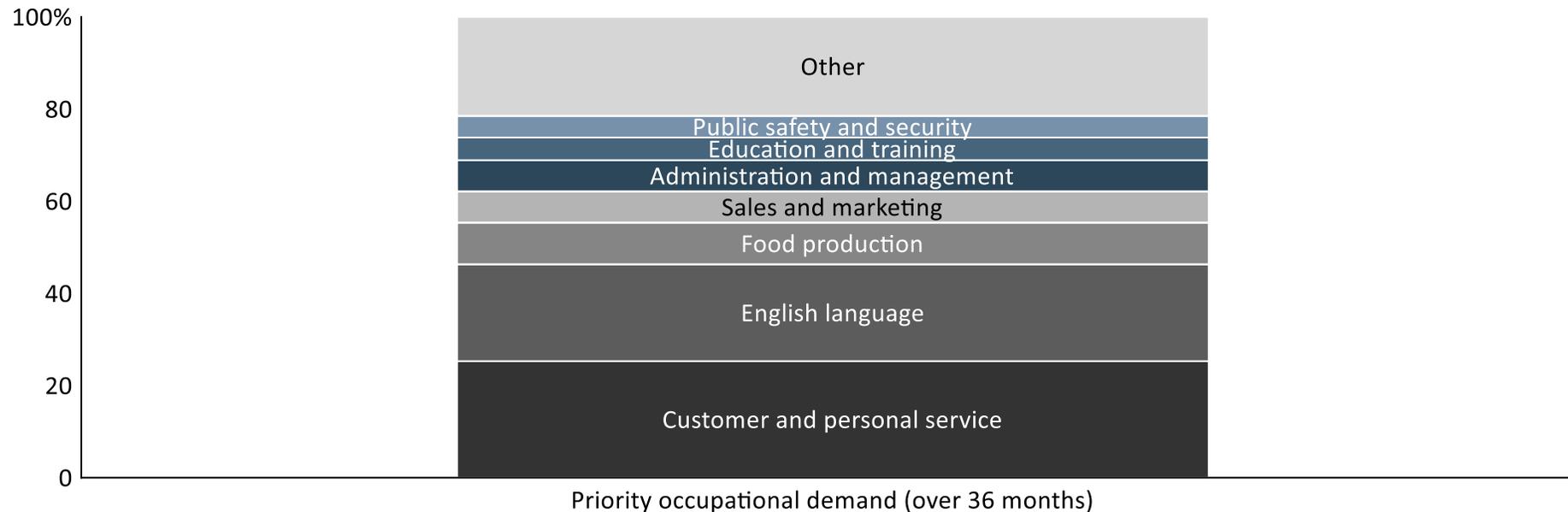
Appendix

Jobs coming back may not require advanced skilling and training, so basic job readiness and (re)matching efforts are possibly more critical than upskilling

GAPS AND SEQUENCING

/ PRELIMINARY

Count of most important knowledge attributes for priority occupations



Note: Priority occupations based on forecasted demand from Dec. 2020 to Dec. 2023; "Important knowledge attributes" refers to those ranked one standard deviation above mean importance in the O*NET data; "Other" series include clerical, mathematics, computers and electronics, personnel and human resources, production and processing, medicine and dentistry, psychology, communications and media, biology, law and government, economics and accounting, sociology and anthropology, therapy and counseling, transportation, history and archeology, engineering and technology, design, building and construction, mechanical, physics, chemistry, geography, foreign language, fine arts, philosophy and theology, and telecommunications

Source: O*NET Knowledge ratings; DOES

DC's most vulnerable populations may find job attainment challenging due to competition from educated residents and low program accessibility

GAPS AND SEQUENCING

/ PRELIMINARY

Capacity gaps for appropriate training programs

Potential labor oversupply

- There will likely be a **greater labor supply** than demand for the next 36 months for priority occupations, across **all levels of educational attainment**

Greater inter-resident competition

- Oversupply of educated residents compared to demand may “**crowd out**” **opportunities** for less highly-educated residents

- DC program supply survey suggests **many DC programs may not support DC's most vulnerable**
 - >50% of programs report they have **educational requirements for entry** despite targeting low-income residents

May need to survey training programs for less highly-educated residents to ensure sufficient, quality capacity to help them compete in job market

To minimize impact on most vulnerable, DC can ensure there is sufficient basic job readiness training AND that pathways into higher-wage occupations are available for educated workers to move into so to maximize entry-level positions

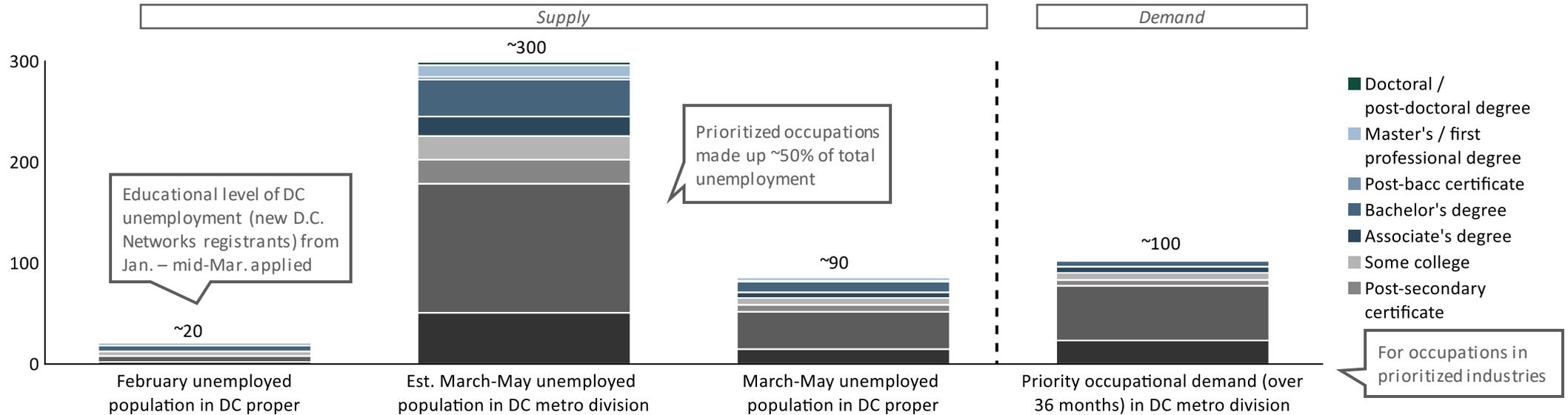
Source: DME Training Provider Supply Analysis; Demand analysis

There is likely to be competition for entry- and mid-level jobs between the more highly educated workforce and less-educated residents

GAPS AND SEQUENCING

/ PRELIMINARY

Estimated education attainment of recently-unemployed vs. educational requirements for in-demand occupations, K



Moving forward, DC could benefit from surveying employers and tracking unemployment by education to understand which DC residents are being (re)hired

Industry-level assessment suggests there may be gap in basic workplace skills, healthcare, and computers

GAPS AND SEQUENCING

/ DIRECTIONAL / PRELIMINARY

	Basic workplace skills	Healthcare	Computers	Foodservice	Ed & Social Serv.	T&L
Prioritized occupations (#)	11	8	3	2	2	1
Certificates required	<ul style="list-style-type: none"> No specific certificate required <ul style="list-style-type: none"> Requires proof of workplace readiness and some specific and transferable skills required 	<ul style="list-style-type: none"> Certificates for medical, dental, nursing asst., home health aide & medical sec. Associates degrees for dental hygiene, nursing, records 	<ul style="list-style-type: none"> Bachelors degree IT certifications 	<ul style="list-style-type: none"> Food handlers cert. 	<ul style="list-style-type: none"> Associates degrees in education Credential in child development 	<ul style="list-style-type: none"> Bachelor's degree Certificates in security
Potential gap between program supply & demand	?	●	●	●	●	●
Additional considerations	<ul style="list-style-type: none"> >50% of all training programs have educational requirements Likely need thorough assessment of basic workplace skills training 	<ul style="list-style-type: none"> Largest number of certifications required, industry program capacity suggests may not be sufficient (e.g., dental assistant, hygienist) 	<ul style="list-style-type: none"> Sufficient capacity for prioritized IT jobs, but additional capacity may be needed for general computer skills 	<ul style="list-style-type: none"> Private sector has large capacity of food service certification trainings 		

Directional: Industry level program supply does not capture occupation-level training capacity gaps

Computer occupations demand in next three years ~8k based on BLS forecasts

This is a directional view; full view requires occupation-level assessment of program supply and view of smaller-capacity and private programs

DC can sequence actions to prioritize high-impact actions with urgency and long lead times while maintaining an equity lens

GAPS AND SEQUENCING

/ PRELIMINARY

	Immediate actions	6+ months	Investments for the future
Workforce recovery	<ul style="list-style-type: none"> • Launch/analyze recent users' survey • Execute hiring events with focus on underserved • Build wireframe website for job posting resources, determine marketing & awareness strategy • Central job board go / no-go decision 	<ul style="list-style-type: none"> • Continue to utilize workforce recovery job matching tools • <i>Pending job board decision:</i> Build updated website, launch marketing strategy, launch and gather feedback 	<ul style="list-style-type: none"> • Implement job board updates based on user feedback
Workforce development	<ul style="list-style-type: none"> • Build out occupation pathway maps • Complete training program assessment; urgent priority to fill gaps for high-quality trainers • Conduct services support assessment; fill gaps with partnerships across DC gov., workforce system • Sequence programs based on: <ul style="list-style-type: none"> – Demand: fast recovering industries (e.g., foodservice, computers, healthcare) – Training time: Longer lead times (e.g., >1 year) – Capacity: New programs that need to be stood up or expanded • Build capacity for training providers • Ensure capacity for basic skills training in near term • Launch/analyze employer survey (e.g., who/when hiring) • Consistently reference UI data by education type to understand who is getting jobs and who isn't 	<ul style="list-style-type: none"> • Track leading indicators with LMI working group, modify occupation prioritization as needed • Track and modify availability of programs & support services • Sequence medium-term programs based on: <ul style="list-style-type: none"> – Demand: medium recovering industries (e.g., retail, T&L) – Training time: Faster lead times (e.g., <1 year) – Capacity: Programs that already have capacity • Develop and implement outcomes measurement process for program effectiveness • Consistently reference UI data by education type 	<ul style="list-style-type: none"> • Continue to track leading indicators with LMI working group, modify approach as needed • Continue to track and modify availability of programs & support services • Evaluate outcomes to understand programmatic and pathway effectiveness • Consistently reference UI data by education type

Widerange of supports needed – Project Empowerment guidance is 3 weeks of workforce readiness training and 6 months of coaching during OTJ training placement

Equity: Ensure most vulnerable are connected with basic skills and workforce readiness training (e.g., IE&T, OTJ training); track program outcomes to measure progress

Where the workforce system goes from here

GAPS AND SEQUENCING

Workforce recovery



- Compare **demand forecasts** to monthly DOES data to determine which scenario is closest in line with actual data



- Launch, analyze, and derive insights from **recent users' survey** to drive execution of hiring events and potential central job board



- Organize and **execute a series of hiring events** focused on priority industries to help mass connection of job-seekers to employers



- Create **wireframe website** and compile decision criteria for go/no-go decision on creation of **central job board**, develop **marketing strategy** to ensure reach

Workforce development

Significant **urgency around training program assessment** as requires lead time & essential for equity lens and overall success



- Complete **training program assessment by occupation** and for **basic workplace readiness skills** to pinpoint any gaps; stand up additional programs to fill gaps if needed



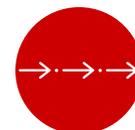
- Build out remaining **occupational pathway maps** in context of industry pathways, to identify programmatic training requirements



- Conduct a **services support assessment** to identify any gaps in the most critical service support areas; identify actions to fill gaps



- Develop plan to **track (re)hiring trends** through unemployment data by education and employer survey to understand who and when employers (re)hire



- **Sequence programs** based on provider capacity (e.g., new programs), training time (e.g., >1 year), and labor demand models (e.g., fast recovering industries: Computers, Healthcare, Foodservice)

A G E N D A

Training programs and support services

Gaps and sequencing

Appendix

Context: Early research on portions of past initiatives helped shed light on how DC can facilitate recovery

TRAINING & SUPPORTS

/ PRELIMINARY

Overall

High impact actions

Detroit post-Recession

- **Adapt workforce** to changing industry landscape by adopting a “demand-driven” approach
 - Major skills retraining from automotive to IT / Healthcare / Construction

- Conducted deep “**demand**” **research and engagement** (e.g. industry data, employer labs)
- Built **easy-to-navigate resources** and eliminated barriers to program use

New Orleans post-Katrina

- **Find and provide employment resources** for residents amidst deep supply / demand uncertainty

- Partnered with **agencies and intermediaries** to reach residents spread across multiple geographies without access to services

New York post-Sandy

- “Rebuild with equity” by providing a **direct entry point into a career** in unionized construction industry to hard-hit, outer-borough residents

- Issued **large scale pre-apprenticeship vouchers** to pay wages of residents while they gained skills in high-demand construction industry

State Connects

- **Prioritize residents** for jobs in high-growth city with high-growth industries previously choosing to “transplant” talent

- Adopted a “demand-driven” model and **built strong employer partnerships** to continually test and evolve systems to meet needs

There are 16 occupations that require some kind of credential or certificate, ranging from 1 day to 3 years of required training

GAPS AND SEQUENCING

1a occupations do not require credentials

/ DIRECTIONAL / PRELIMINARY

1 Entry level

2 Mid-level

3 High wage

Description

b Entry level occupations that require basic workforce skills & build work history

Occupations that require some credentials & offer experience towards high wage occupations

Higher wage jobs that require extensive specific training to attain

Occupations that require credentials

- Home health aide • ~2 months
- Nursing assistant • ~4-12 weeks
- Childcare worker • Variable – Cert test
- Cook • Variable – Cert test

- Dental assistant • ~2 months
- Medical assistant • ~1-3 years
- Records and health IT • ~6 mo-2 yrs
- Teaching assistant • ~6 mo-2 years
- Medical secretary • Variable – Cert test or experience

- Dental hygienist • ~3 years
- Registered nurse • ~2 years
- Security manager • ~3+ years
- Computer network support • ~3+ years
- Computer user support • ~3+ years
- Web developer • ~3-12+ months
- Food service manager • ~3+ years

+ signifies often also requires years experience on the job

Our goal should be to sequence credentialing programs based on time required to achieve credential

Note: All occupation training times for credentials are estimates of how long it can take but all timing is individual dependent ; Full descriptions of credentials and timing required in occupational one-pagers; pathways built out for some occupations as well; Cert test signifies individual does not need formal training but does needs to pass a certification test and may benefit from training classes

Source: ONET, Zippa.com, occupation-specific training sites

Example pathway: Housekeeping to Desk Clerk to Hotel Management

TRAINING & SUPPORTS

/NON-EXHAUSTIVE / PRELIMINARY

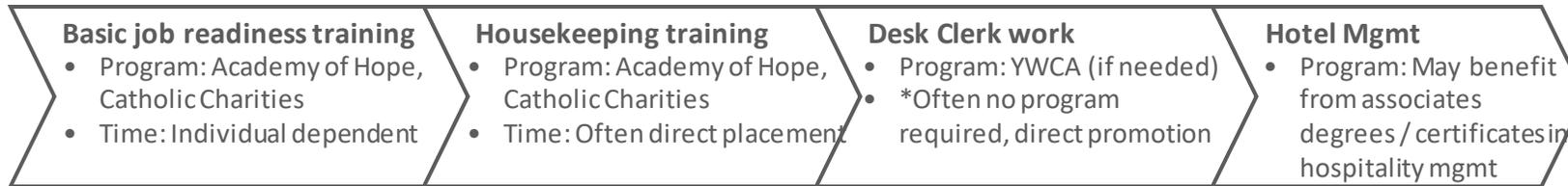
Time frame based on work estimates

DC resident at entry point

Hotel Management - Example Pathway

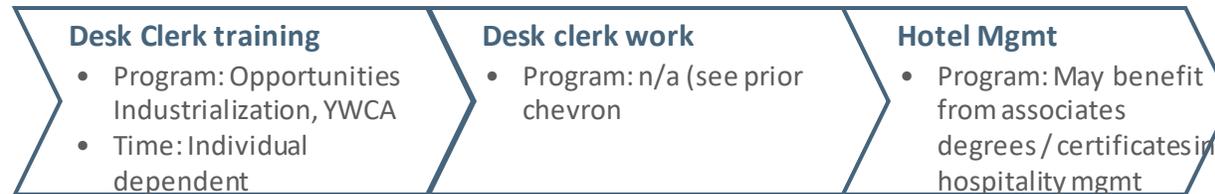
Timeframe

Lacks basic job readiness



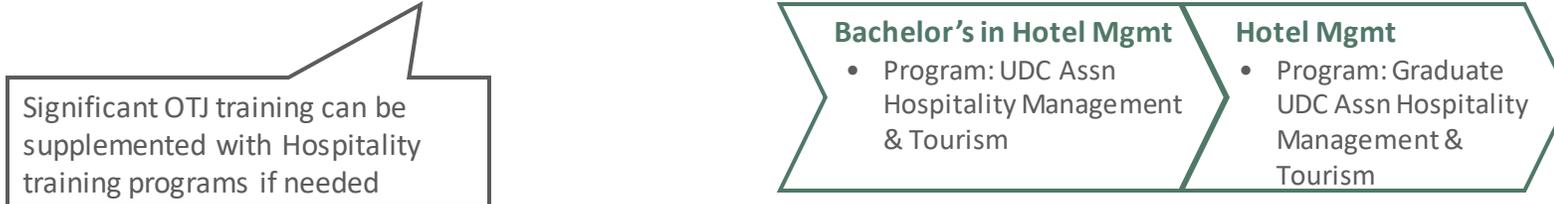
- Basic: Individual
- Housekeeping work: ~2 years
- Desk Clerk work: ~3 years

Has basic skills, wants full time employment



- Desk Clerk work: ~3 years

Has basic skills, wants to be full time student



- Assn in Hospitality: 2 years

Example pathway: Nurse – Pathway through Nursing Assistant

TRAINING & SUPPORTS

/NON-EXHAUSTIVE / PRELIMINARY

DC resident at entry point

Registered Nurse - Example Pathway

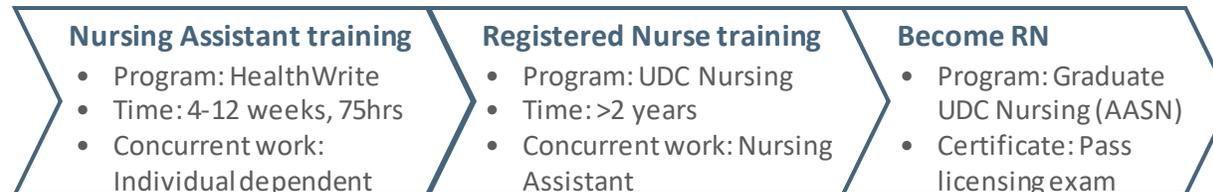
Timeframe

Lacks basic job readiness



- Basic: Individual
- NA: 4-12 weeks
- RN: At least 2 years

Has basic skills, wants full time employment



- NA: 4-12 weeks
- RN: At least 2 years

Has basic skills, wants to be full time student



- RN: 2 years

Example pathway: Nurse – Pathway through Medical Assistant

TRAINING & SUPPORTS

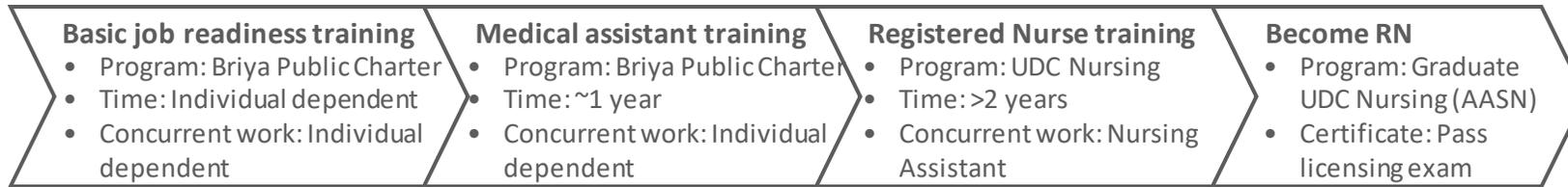
/NON-EXHAUSTIVE / PRELIMINARY

DC resident at entry point

Registered Nurse - Example Pathway

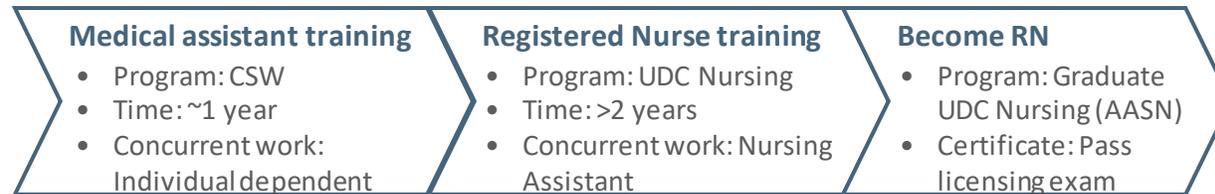
Timeframe

Lacks basic job readiness



- Basic: Individual
- MA: ~1 year
- RN: At least 2 years

Has basic skills, wants full time employment



- MA: ~1 year
- RN: At least 2 years

Has basic skills, wants to be full time student



- RN: 2 years

Example pathway: Nurse – Pathway through Home Health Aide

TRAINING & SUPPORTS

/NON-EXHAUSTIVE / PRELIMINARY

DC resident at entry point

Registered Nurse - Example Pathway

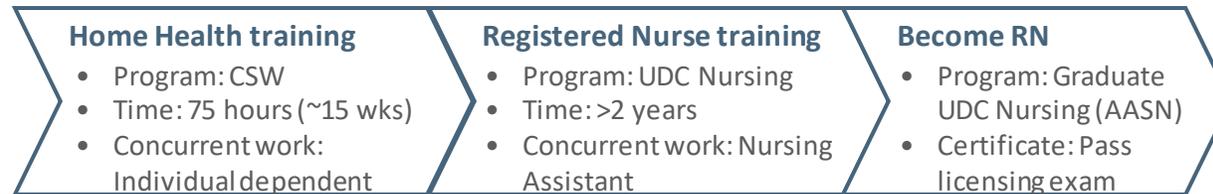
Timeframe

Lacks basic job readiness



- Basic: Individual
- HHA: ~15 weeks
- RN: At least 2 years

Has basic skills, wants full time employment



- HHA: ~15 weeks
- RN: At least 2 years

Has basic skills, wants to be full time student

Opportunities Industrialization Center (OSSE-approved IE&T) and CSW are other programs that directly trains for Home Health Aides



- RN: 2 years

Example pathway: Dental Hygienist through Dental Assistant

TRAINING & SUPPORTS

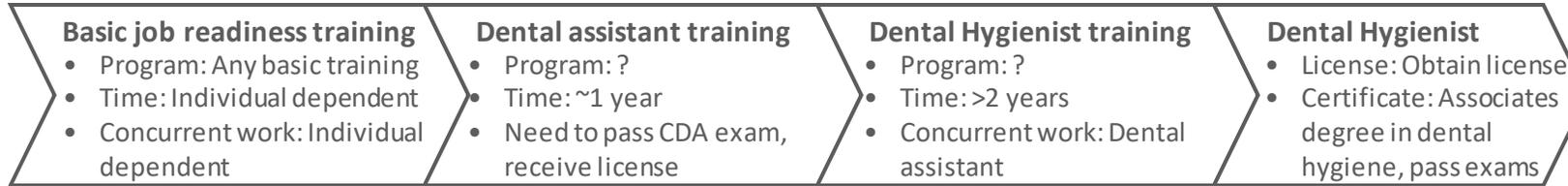
/NON-EXHAUSTIVE / PRELIMINARY

DC resident at entry point

Dental Hygienist - Example Pathway

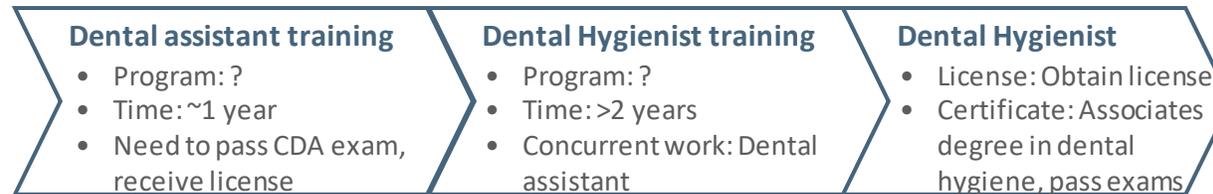
Timeframe

Lacks basic job readiness



- Basic: Individual
- DA: ~ 1 year
- DA: ~ 1 year
- DH: 2-3 years

Has basic skills, wants full time employment



- DA: ~ 1 year
- DH: 2-3 years

Has basic skills, wants to be full time student

Could not identify dental assistant or hygienist programs in current programs sources



- DH: 2-3 years

Example pathway: Computer Network Support Specialist through training programs

TRAINING & SUPPORTS

/NON-EXHAUSTIVE / PRELIMINARY

DC resident at entry point

Computer Network Support Specialist - Example Pathway

Significant additional time and experience may be needed

Timeframe

Lacks basic job readiness



- Basic: Individual
- Foundations: ~2 weeks
- CompTIA: ~2 months

Has basic skills, wants full time employment

Hypothesized pathway – likely needs further research and refinement



- Foundations: ~2 weeks
- CompTIA: ~2 months

Has basic skills, wants to be full time student



- Undergrad: ~2-4 years
- CompTIA: ~ 2 months



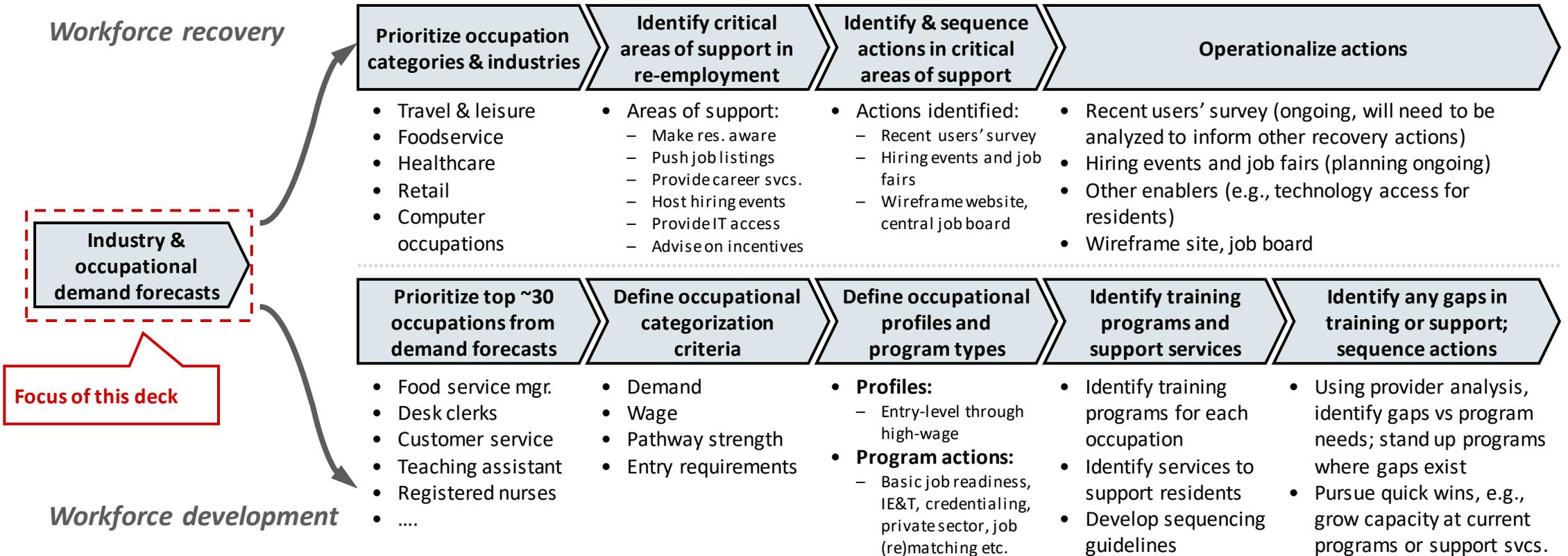
Workforce Development & Recovery

Scenario forecasting handoff and
compendium

July 2020

Workforce Recovery and Development Framework

DELIVERABLES



This document is a comprehensive compendium of our industry and occupational forecasting analyses

TABLE OF CONTENTS

/ PRELIMINARY

- There are two main purposes of this deck:
 - 1) Detail **instructions for how to compare the output** of the included industry recovery and occupational forecasts with real-time indicators and data
 - 2) Provide a **comprehensive compendium of all scenario-based forecasting work** done to date over the course of this engagement
- This deck is **not** meant to provide detailed instructions for how to recreate occupational demand forecasts

Table of contents

Topic	Description	Corresponding slides in this deck
Instructions for comparing output	<ul style="list-style-type: none">• Instructions for comparing industry recovery curves to qualitative “what you have to believe” scenarios• Instructions for comparing occupational recovery curves to quantitative DOES unemployment data	4 – 10
High-level methodology	<ul style="list-style-type: none">• Overview of the general approach used to develop industry recovery curves and occupational forecasts	11 – 14
Industry recovery curve output	<ul style="list-style-type: none">• Key output from industry recovery work, including overall framing and approach, forecasted recovery scenarios for five priority industries, and qualitative “what you have to believe” descriptions for each scenario	15 – 26
Occupational forecasting output	<ul style="list-style-type: none">• Key output from occupational forecasting work, including distribution of near-term (within 6 month) and medium-term (6-36 month) by zone, industry, and occupation	27 – 34
Appendix	<ul style="list-style-type: none">• Additional output from industry and occupational forecasting work	35 – 77

A G E N D A

Instructions for comparing output

High-level methodology

Industry recovery curve output

Occupational forecasting output

Appendix

Industry recovery scenarios

Occupational forecasts

Key principles to keep in mind when comparing forecasts to new data

COMPARING OUTPUT

/ PRELIMINARY

- There remains a **great deal of uncertainty** around the trajectory of economic recovery, and forecasts were developed based on the **most recently available data**
- Comparing forecasts with new data **requires qualitative judgment** based on the most recent data and developments nationally and in the region
- Industry employment recovery forecasts **form the foundation of occupational demand recovery forecasts** – if comparisons suggests shifting an industry forecast from the moderate to a different scenario, consider that **similar shifts may be warranted** for occupations within that industry
- We have outlined below **three comparisons** to help you think about what scenarios are most relevant; each comparison is not definitive alone, but rather **all three should be considered** when qualitatively evaluating which scenario is most relevant

We've provided the output of two scenario-based analyses that can be compared with data in three ways to evaluate which scenario is most in line with actuals

COMPARING OUTPUT

PRELIMINARY

Relevant sheet

Industry employment recovery

Index	Industry recovery - DC metro	Occupation unempl. - DC proper	Occupation demand - DC proper	Occupation demand - DC metro	
Industry	Corresponding row name in DOES/BLS data	Relevant slides in Compendium	Scenario	May 21	Jun 21
Travel and leisure	Accommodation + Arts, Entertainment, and Recreation	22	Faster	24.9	21.6
Travel and leisure	Accommodation + Arts, Entertainment, and Recreation	22	Moderate	7.7	5.8
Travel and leisure	Accommodation + Arts, Entertainment, and Recreation	22	Slower	7.7	5.8
Foodservices	Food Services and Drinking Places	23	Faster	57.3	57.3
Foodservices	Food Services and Drinking Places	23	Moderate	51.3	51.3
Foodservices	Food Services and Drinking Places	23	Slower	45.4	45.4
Retail	Retail Trade	24	Faster	166.1	179.0
Retail	Retail Trade	24	Moderate	96.2	96.2
Retail	Retail Trade	24	Slower	53.7	53.7
Healthcare and social assistance	Health Care and Social Assistance	25	Faster	216.2	223.3
Healthcare and social assistance	Health Care and Social Assistance	25	Moderate	212.3	215.6
Healthcare and social assistance	Health Care and Social Assistance	25	Slower	211.1	213.1
Computer occupations	N/A - corresponds to Computer Occupations (Soccode 11:26)		Faster	211.7	211.7
Computer occupations	N/A - corresponds to Computer Occupations (Soccode 11:26)		Moderate	209.8	210.1
Computer occupations	N/A - corresponds to Computer Occupations (Soccode 11:26)		Slower	209.6	209.6

Monthly forecasts of employment by industry across the 3 scenarios

Occupational demand recovery

Index	Industry recovery - DC metro	Occupation unempl. - DC proper	Occupation demand - DC proper	Occupation demand - DC metro			
ONET-SOC code	4-digit	5-digit	Occupation name	Relevant slides in Compendium	Scenario	May 20	Jun 20
35-3031.00	35-30	35-303	Waiters and Waitresses	49 (part of "Servers")	Faster	4,681	4,695
35-3031.00	35-30	35-303	Waiters and Waitresses	49 (part of "Servers")	Moderate	5,210	5,223
35-3031.00	35-30	35-303	Waiters and Waitresses	49 (part of "Servers")	Slower	5,466	5,481
35-3011.00	35-30	35-301	Bartenders	53	Faster	3,241	3,237
35-3011.00	35-30	35-301	Bartenders	53	Moderate	3,526	3,525
35-3011.00	35-30	35-301	Bartenders	53	Slower	3,708	3,708
37-2012.00	37-20	37-201	Maids and Housekeeping Cleaners	54 (part of "Janitors and Cleaners")	Faster	2,263	2,333
37-2012.00	37-20	37-201	Maids and Housekeeping Cleaners	54 (part of "Janitors and Cleaners")	Moderate	2,937	2,975
37-2012.00	37-20	37-201	Maids and Housekeeping Cleaners	54 (part of "Janitors and Cleaners")	Slower	3,047	3,089
41-2011.00	41-20	41-201	Cashiers	52	Faster	2,447	2,141
41-2011.00	41-20	41-201	Cashiers	52	Moderate	2,447	2,436
41-2011.00	41-20	41-201	Cashiers	52	Slower	2,447	2,440
33-9032.00	33-90	33-903	Security Guards	57 (part of "Security Guards")	Faster	1,662	1,566
33-9032.00	33-90	33-903	Security Guards	57 (part of "Security Guards")	Moderate	2,035	1,971
33-9032.00	33-90	33-903	Security Guards	57 (part of "Security Guards")	Slower	2,361	2,306
11-9051.00	11-90	11-905	Food Service Managers	55	Faster	1,785	1,783
11-9051.00	11-90	11-905	Food Service Managers	55	Moderate	1,974	1,975
11-9051.00	11-90	11-905	Food Service Managers	55	Slower	2,082	2,084

Monthly forecasts of unemployment by occupation across the 3 scenarios

Ways to compare

- 1 Compare with "what you have to believe" – qualitative descriptors of what should be true for one scenario to be occurring versus another
- 2 Compare with industry-level employment data published monthly by DOES (also published ~monthly by the Bureau of Labor Statistics)

- 3 Compare with occupation-level unemployment data by occupation, provided by DOES

Comparison 1: Industry employment recovery compared to “what you have to believe”

1

COMPARING OUTPUT

INDUSTRY RECOVERY

/ PRELIMINARY

Step 1: Access industry recovery curve output in output excel



Select this tab

Industry	Corresponding row name in DOE/SIBLS data	Relevant slides in Compendium	Scenario	May '21	Jun '21
Travel and leisure	Accommodation + Arts, Entertainment, and Recreation	22	Faster	24.9	21.6
Travel and leisure	Accommodation + Arts, Entertainment, and Recreation	22	Moderate	7.7	5.8
Travel and leisure	Accommodation + Arts, Entertainment, and Recreation	22	Slower	7.7	5.8
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Healthcare and social assistance	Health Care and Social Assistance	25	Faster	216.2	223.5
Healthcare and social assistance	Health Care and Social Assistance	25	Moderate	212.3	215.6
Healthcare and social assistance	Health Care and Social Assistance	25	Slower	211.1	213.1
Computer occupations	N/A - corresponds to Computer Occupations (Soccode 11-26)		Faster	211.7	211.7
Computer occupations	N/A - corresponds to Computer Occupations (Soccode 11-26)		Moderate	209.8	210.1
Computer occupations	N/A - corresponds to Computer Occupations (Soccode 11-26)		Slower	209.6	209.6

Each industry has 3 scenarios forecasting employment in that industry

Step 2: Consult “what you have to believe” materials from this document

Macro-level conditions (slides 19-20)

Industry-specific conditions (slides 22-26)

These “what you have to believe” materials articulate a set of macro and industry-specific conditions that would make each scenario a more likely recovery trajectory than the others

Step 3: Assess moderate “what you have to believe” scenario

- Compare the qualitative “what you have to believe” criteria for the moderate scenario to current conditions
- Key questions to consider include:
 - Do the macro-level conditions align with current perspective regarding a vaccine or other health breakthrough?
 - Do the industry-specific scenarios align with current DC re-opening guidance and statistics?

If moderate scenario “what you have to believe” is less relevant to current conditions, consider anchoring to a different scenario

Comparison 2: Industry employment recovery compared to industry employment data

2 COMPARING OUTPUT

INDUSTRY RECOVERY

/ PRELIMINARY

Step 1: Access industry recovery curve output in output excel

Step 2: Consult the most recent employment data from DOES

Step 3: Compare moderate unemployment forecast to actuals



Select this tab

Industry	Corresponding row name in DOES/BLIS data	Relevant slides in Compendium	Scenario	May '21	Jun '21
Travel and leisure	Accommodation + Arts, Entertainment, and Recreation	22	Faster	24.9	21.6
Travel and leisure	Accommodation + Arts, Entertainment, and Recreation	22	Moderate	7.7	5.8
Travel and leisure	Accommodation + Arts, Entertainment, and Recreation	22	Slower	7.7	5.8
Foodservices	Food Services and Drinking Places	23	Faster	57.3	57.3
Foodservices	Food Services and Drinking Places	23	Moderate	51.3	51.3
Foodservices	Food Services and Drinking Places	23	Slower	45.4	45.4
Retail	Retail Trade	24	Faster	166.1	179.0
Retail	Retail Trade	24	Moderate	96.2	96.2
Retail	Retail Trade	24	Slower	53.7	53.7
Healthcare and social assistance	Health Care and Social Assistance	25	Faster	216.2	223.3
Healthcare and social assistance	Health Care and Social Assistance	25	Moderate	212.3	215.6
Healthcare and social assistance	Health Care and Social Assistance	25	Slower	211.1	213.1
Computer occupations	N/A - corresponds to Computer Occupations (Soccode 1126)		Faster	211.7	211.7
Computer occupations	N/A - corresponds to Computer Occupations (Soccode 1126)		Moderate	209.8	210.1
Computer occupations	N/A - corresponds to Computer Occupations (Soccode 1126)		Slower	209.6	209.6

Each industry has 3 scenarios forecasting employment in that industry

Latest Monthly Statistics

See attachments below for the documents:

- District of Columbia Labor Force, Employment and Unemployment
- District of Columbia Labor Force, Employment and Unemployment
- District of Columbia Labor Force, Employment and Unemployment
- DC Area Labor Force, Employment and Unemployment
- Washington DC Area Labor Force, Employment and Unemployment

Data is usually released on a 4-6 week lag and is accessible at: <https://does.dc.gov/node/184512>

Announcement: Changes to the Procedures for Producing Current Employment Statistics (CES) State Estimates

Production of March Preliminary Current Employment Statistics Data
The production of state and metropolitan area Current Employment Statistics (CES) estimates has transitioned from State Workforce Agencies to the Bureau of Labor Statistics with the production of preliminary estimates for March 2011. Concurrent with this transition, the Bureau of Labor Statistics will implement several methodological changes to standardize the estimation approach across states. While these changes will reduce the potential for statistical bias in state and metropolitan area estimates, they may increase the month to month variability of the estimates. More detailed information on the changes to procedures for producing CES estimates is available on the [Bureau Labor Statistics website](#).

Attachment(s):

- District of Columbia Industry Employment - 81.4 KB (pdf)
- District of Columbia Labor Force, Employment and Unemployment - 46.3 KB (pdf)
- Washington DC-MD-VA-WV Metropolitan Division Industry - 92.2 KB (pdf)
- District of Columbia Area Labor Force, Employment and Unemployment - 55.9 KB (pdf)
- UI Table - 30.1 KB (pdf)
- DC Ward Data - 45.3 KB (pdf)

This file will contain industry employment data to compare with the recovery curve output

Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division
Wage and Salary Employment by Industry and Place of Work a/
(In Thousands)

INDUSTRY	Net Change From				
	Apr. 2020	Mar. 2020	Apr. 2019	Mar. 2020	Apr. 2019
TOTAL	2,499.6	2,750.4	2,738.7	-250.8	-239.1
Total Private Sector	1,908.8	2,142.8	2,138.0	-234.0	-229.2
Total Government	590.8	607.6	600.7	-16.8	-9.9
Total Goods Production	159.3	167.7	166.4	-8.4	-7.1
Manufacturing	35.9	38.4	37.9	-2.5	-2.0
Durable Goods	24.4	24.2	22.5	0.2	1.9
Non-Durable Goods	11.5	14.2	15.4	-2.7	-3.9
Mining, Logging & Construction	123.4	129.3	128.5	-5.9	-5.1
Total Service Providing	2,340.3	2,582.7	2,572.3	-242.4	-232.0
Trade, Transportation & Utilities	288.5	329.6	325.3	-41.1	-36.8
Wholesale Trade	49.5	50.5	50.3	-1.0	-0.8
Retail Trade	180.6	214.1	209.7	-33.5	-29.1

Find the industry name here that matches the analogous row in the output excel (column C), and compare the monthly data between the two sources

If actual unemployment data is closer to a scenario other than moderate, considerate referencing that scenario going forward

Comparison 3: Comparing occupational demand recovery trends to occupational unemployment data

3 COMPARING OUTPUT OCCUPATIONAL DEMAND RECOVERY / PRELIMINARY

Step 1: Access monthly occupational forecast data



ONET-SOC code	4-digit	5-digit	Occupation name	Relevant slides in Compendium	Scenario	May '20	Jun '20
35-3031.00	35-30	35-303	Waters and Waitresses	49 (part of "Servers")	Faster	4,581	4,695
35-3031.00	35-30	35-303	Waters and Waitresses	49 (part of "Servers")	Moderate	5,210	5,223
35-3031.00	35-30	35-303	Waters and Waitresses	49 (part of "Servers")	Slower	5,466	5,481
35-3011.00	35-30	35-301	Bartenders	53	Faster	3,241	3,237
35-3011.00	35-30	35-301	Bartenders	53	Moderate	3,526	3,525
35-3011.00	35-30	35-301	Bartenders	53	Slower	3,708	3,708
37-2012.00	37-20	37-201	Maids and Housekeeping Cleaners	54 (part of "Janitors and Cleaners")	Faster	2,263	2,333
37-2012.00	37-20	37-201	Maids and Housekeeping Cleaners	54 (part of "Janitors and Cleaners")	Moderate	2,937	2,975
37-2012.00	37-20	37-201	Maids and Housekeeping Cleaners	54 (part of "Janitors and Cleaners")	Slower	3,047	3,089
41-2011.00	41-20	41-201	Cashiers	52	Faster	2,447	2,141
41-2011.00	41-20	41-201	Cashiers	52	Moderate	2,447	2,436
41-2011.00	41-20	41-201	Cashiers	52	Slower	2,447	2,440
33-9032.00	33-90	33-903	Security Guards	57 (part of "Security Guards")	Faster	1,662	1,566
33-9032.00	33-90	33-903	Security Guards	57 (part of "Security Guards")	Moderate	2,035	1,971
33-9032.00	33-90	33-903	Security Guards	57 (part of "Security Guards")	Slower	2,361	2,306
11-9051.00	11-90	11-905	Food Service Managers	55	Faster	1,785	1,783
11-9051.00	11-90	11-905	Food Service Managers	55	Moderate	1,974	1,975
11-9051.00	11-90	11-905	Food Service Managers	55	Slower	2,082	2,084

Forecasts for each occupation based on 3 recovery scenarios

Step 2: Consult the most recent unemployment data from DOES

ONET	4-digit	5-digit	March	April	May	Total
35-3031.00	35-30	35-303	3,484	1,367	359	5,210
35-3041.00	35-30	35-304	846	2,378	911	4,135
35-3011.00	35-30	35-301	2,531	777	198	3,526
37-2012.00	37-20	37-201	1,885	858	194	2,937
35-2011.00	41-20	41-201	859	1,193	415	2,447
33-9032.00	33-90	33-903	673	1,062	300	2,035
11-9051.00	11-90	11-905	1,173	690	111	2,974
35-2014.00	35-20	35-201	1,004	710	186	2,000
11-2031.00	41-20	41-201	583	1,013	247	1,843
35-9011.00	35-90	35-901	1,024	599	159	1,782
11-1021.00	11-10	11-101	744	780	168	1,692
37-2011.00	37-20	37-201	535	855	279	1,669
35-1011.00	35-10	35-101	808	578	110	1,496
35-9021.00	35-90	35-902	605	719	128	1,453
35-2012.00	35-20	35-201	742	539	141	1,422
35-3041.00	35-30	35-304	723	482	155	1,360
35-4051.00	43-40	43-401	448	668	230	1,346
15-1121.00	13-11	13-111	605	493	118	1,216
35-9021.00	35-90	35-902	590	434	144	1,168
35-9031.00	35-90	35-903	627	369	127	1,123
35-9041.00	25-90	25-904	407	550	162	1,119
35-2021.00	35-20	35-202	434	467	138	1,039
35-4171.00	43-41	43-417	408	478	147	1,033
35-2013.00	35-20	35-201	463	400	123	988
35-2021.00	35-20	35-202	417	412	129	958
35-4051.00	43-40	43-408	349	277	72	698
35-2022.01	35-20	35-202	423	346	103	874
11-2022.00	11-20	11-202	408	357	73	838
35-1012.00	35-10	35-101	419	300	89	808
11-1011.00	41-10	41-101	323	404	72	801
11-1999.00	11-20	11-201	261	357	90	708
35-1011.00	25-10	25-101	179	386	103	702
35-4014.00	43-40	43-401	239	328	102	669
35-5092.00	35-50	35-503	209	370	70	649
35-9071.00	49-90	49-901	223	287	85	595
35-9011.00	35-90	35-901	145	344	95	587
35-5051.01	45-50	45-501	163	323	89	581
35-3031.00	35-30	35-303	149	308	117	574
35-9031.00	35-90	35-903	240	261	117	618
31-9091.00	31-90	31-909	309	186	117	612
11-2021.00	11-20	11-202	163	289	70	524

Step 3: Determine which scenario the real-time data is closest to

- Compare real-time recovery and forecasted unemployment data for the same occupations, based on O*NET code
- Determine if the real time data is closest to the “moderate” scenario (currently the basis for all forecasts) for that month, or if the other scenarios appear more in line with actual data

If the moderate scenario seems less relevant for a certain occupations, evaluate the possibility of anchoring on an alternative forecast scenario

If the comparisons suggest a different scenario is more likely than the moderate one, access the output tabs to view those alternative scenarios

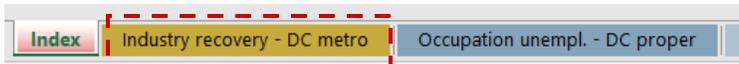
COMPARING OUTPUT

/ PRELIMINARY

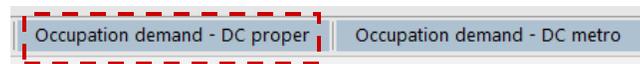
Alternative industry scenarios – DC metro

Alternative occupational scenarios – DC proper

Alternative occupational scenarios – DC metropolitan division



This is the same sheet used to conduct the industry comparison



This sheet provides occupational demand forecast data for DC proper



This sheet provides occupational demand forecast data for the DC metropolitan division

Industry	Corresponding row name in DOE/SBLS data	Relevant slides in Compendium	Scenario	May '21	Jun '21
Travel and leisure	Accommodation + Arts, Entertainment, and Recreation	22	Faster	24.9	21.6
Travel and leisure	Accommodation + Arts, Entertainment, and Recreation	22	Moderate	7.7	5.8
Travel and leisure	Accommodation + Arts, Entertainment, and Recreation	22	Slower	7.7	5.8
Foodservices	Food Services and Drinking Places	23	Faster	57.3	57.3
Foodservices	Food Services and Drinking Places	23	Moderate	51.3	51.3
Foodservices	Food Services and Drinking Places	23	Slower	45.4	45.4
Retail	Retail Trade	24	Faster	166.1	179.0
Retail	Retail Trade	24	Moderate	96.2	96.2
Retail	Retail Trade	24	Slower	53.7	53.7
Healthcare and social assistance	Health Care and Social Assistance	25	Faster	216.2	223.3
Healthcare and social assistance	Health Care and Social Assistance	25	Moderate	212.3	215.6
Healthcare and social assistance	Health Care and Social Assistance	25	Slower	211.1	213.1
Computer occupations	N/A - corresponds to Computer Occupations (Soccode 11:26)		Faster	211.7	217.7
Computer occupations	N/A - corresponds to Computer Occupations (Soccode 11:26)		Moderate	209.8	210.1
Computer occupations	N/A - corresponds to Computer Occupations (Soccode 11:26)		Slower	209.6	209.6

Columns F to AW provide the different scenarios for industry employment for the metropolitan division (no scenarios for D.C. proper)

ONET SOC code	4 digit	5 digit	Occupation name	Relevant slides in Compendium	Scenario	May '20	Jun '20
35-3031.00	35-30	35-303	Waiters and Waitresses	49 (part of "Servers")	Faster	530	515
35-3031.00	35-30	35-303	Waiters and Waitresses	49 (part of "Servers")	Moderate	-	13
35-3031.00	35-30	35-303	Waiters and Waitresses	49 (part of "Servers")	Slower	256	271
35-3011.00	35-30	35-301	Bartenders	53	Faster	286	289
35-3011.00	35-30	35-301	Bartenders	53	Moderate	-	1
35-3011.00	35-30	35-301	Bartenders	53	Slower	181	182
37-2012.00	37-20	37-201	Maids and Housekeeping Cleaners	54 (part of "Janitors and Cleaners")	Faster	674	604
37-2012.00	37-20	37-201	Maids and Housekeeping Cleaners	54 (part of "Janitors and Cleaners")	Moderate	-	38
37-2012.00	37-20	37-201	Maids and Housekeeping Cleaners	54 (part of "Janitors and Cleaners")	Slower	110	152
41-2011.00	41-20	41-201	Cashiers	52	Faster	748	881
41-2011.00	41-20	41-201	Cashiers	52	Moderate	-	11
41-2011.00	41-20	41-201	Cashiers	52	Slower	481	472

ONET SOC code	4 digit	5 digit	Occupation name	Relevant slides in Compendium	Scenario	May '20	Jun '20
35-3031.00	35-30	35-303	Waiters and Waitresses	49 (part of "Servers")	Faster	1,830	1,780
35-3031.00	35-30	35-303	Waiters and Waitresses	49 (part of "Servers")	Moderate	-	44
35-3031.00	35-30	35-303	Waiters and Waitresses	49 (part of "Servers")	Slower	885	936
35-3011.00	35-30	35-301	Bartenders	53	Faster	987	998
35-3011.00	35-30	35-301	Bartenders	53	Moderate	-	4
35-3011.00	35-30	35-301	Bartenders	53	Slower	626	628
37-2012.00	37-20	37-201	Maids and Housekeeping Cleaners	54 (part of "Janitors and Cleaners")	Faster	2,327	2,087
37-2012.00	37-20	37-201	Maids and Housekeeping Cleaners	54 (part of "Janitors and Cleaners")	Moderate	-	131
37-2012.00	37-20	37-201	Maids and Housekeeping Cleaners	54 (part of "Janitors and Cleaners")	Slower	380	525
41-2011.00	41-20	41-201	Cashiers	52	Faster	2,583	3,044
41-2011.00	41-20	41-201	Cashiers	52	Moderate	-	38
41-2011.00	41-20	41-201	Cashiers	52	Slower	1,662	1,631

The moderate scenario of these forecasts is used throughout this deck

A G E N D A

Instructions for comparing output

High-level methodology

Industry recovery curve output

Occupational forecasting output

Appendix

Industry recovery scenarios

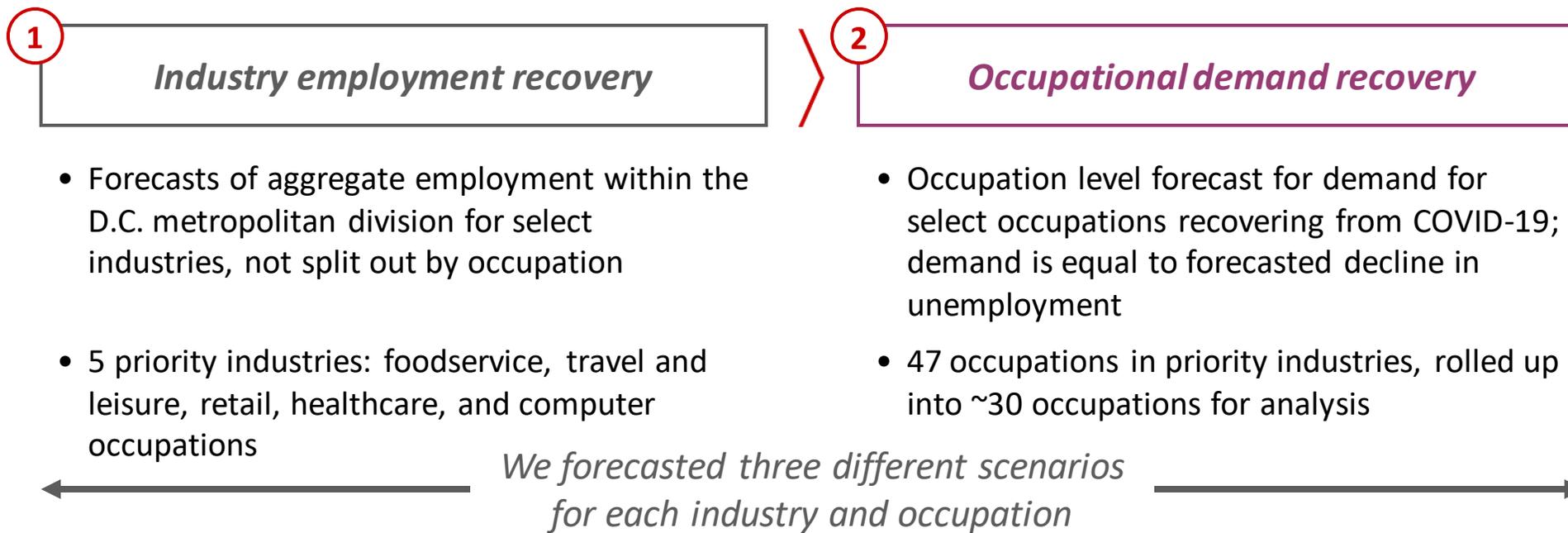
Occupational forecasts

High-level process to forecast occupational demand recovery

METHODOLOGY

/ PRELIMINARY

We developed **industry-level recovery curves** specific to D.C. metropolitan division employment statistics, and then forecasted **occupational demand** based on those curves



Description

Scope

Note: For computer occupations, recovery curve is based off of computer occupational employment, as opposed to "Information" industry employment; 3 of the 47 forecasted occupations were computer occupations that were forecasted based on 10-year long-term MSA growth trends

Methodology: Industry employment recovery curves

1

METHODOLOGY

INDUSTRY EMPLOYMENT RECOVERY

/ PRELIMINARY

To develop industry-level recovery curves, we adjusted third-party initial forecasts to D.C. employment stats

Methodology

Develop initial recovery curve forecasts

Adjust to D.C.-specific employment

Sense check

- Conduct research to obtain third-party and internally-developed forecasts

- Compare forecasted percentage decline in employment to real-time D.C. employment statistics
- Shift forecasts forward or back 1-2 months and adjust projected trough in employment to be more consistent with D.C. data

- Look at forecasted employment curves and see if they are consistent with qualitative “what you have to believe” scenarios

Data sources

- D.C. Office of the CFO projections
- Third-party forecasts
- BLS data

- DOES unemployment statistics by industry

- “What you have to believe” developed from third party research

Key notes and assumptions

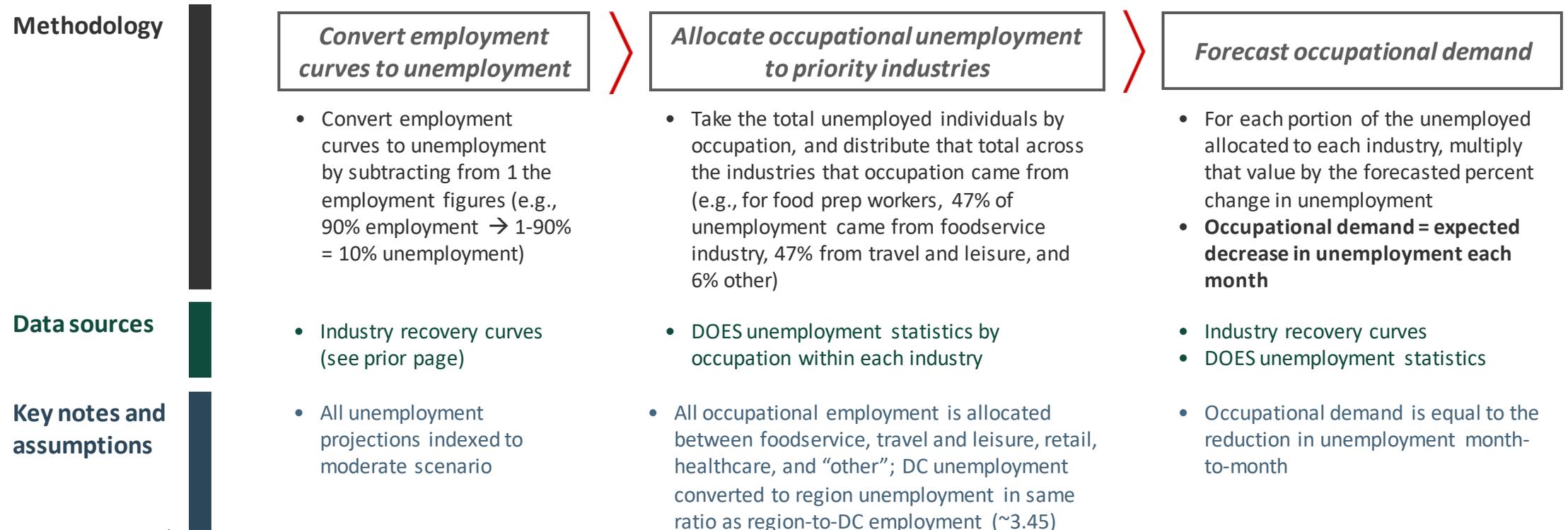
- Economic projections are consistent with employment projections; initial forecasts are indexed to Jan. 2020 employment

- D.C. recovery does not vary more than 1-2 months from initial forecasts

- Scenarios are built around assumptions for macro- and industry-specific factors

Methodology: Occupational demand forecasting

To develop occupational demand forecasts, we forecasted recovery in line with the industry recovery curves



A G E N D A

Instructions for comparing output

High-level methodology

Industry recovery curve output

Occupational forecasting output

Appendix

Industry recovery scenarios

Occupational forecasts

Labor market scenarios overview

INDUSTRY RECOVERY CURVES

/ PRELIMINARY

Our approach to forecasting scenarios

- The forecasts in this document use a variety of sources that look at national and local levels trends, including:
 - DC OCFO projections
 - Third party GDP and sector-specific forecasts
 - BLS and DOES unemployment data
- While triangulating, we used OCFO as an input to moderate projections (where available) and pressure tested based on alternate sources and assumptions
- We adjusted scenarios based on available data and industry experience, with a conservative bias

How to use these scenarios

- As a **framework to facilitate conversations** around DC workforce demand / supply evolution and potential courses of action for workforce recovery / development for next ~3 years (through Dec. 2023)
- To **monitor relevant indicators** that point to which scenario the actual recovery is tracking most closely
- Given the intended use for these forecasts (selecting and sequencing workforce development programs), we **erred on the side of conservatism** in potential recovery scenarios, to give us a more expansive set of options vs. undershooting any unforeseen setbacks

Industry recovery: Executive summary

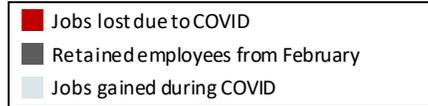
INDUSTRY RECOVERY CURVES

/ AS OF MID-MAY / PRELIMINARY

- The 5 priority industries for the purposes of this work represent **~70%** of the estimated **~325K UI claims in the DC area** since mid-March
- While epidemiology and macroeconomic drivers apply to all industries, recovery will vary by industry due to impact of **governmental, behavioral, and structural drivers**:
 - 1) **Healthcare demand may rebound quickly** once elective procedures return, and once childcare centers are deemed safe
 - 2) **Foodservice could also recover relatively quickly**, though it will depend heavily on policy guidance and consumer confidence
 - 3) **Computer occupations could continue growth** during and beyond work-from-home environment
 - 4) Structural brick and mortar **retail decline could accelerate** even if near-term demand returns for non-essential goods
 - 5) Travel & leisure may have **deepest and longest path to recovery**
- The rate of recovery in each industry impacts the demand for **occupations within them**, the types of programs needed to train and prepare the workforce for those occupations, and the **timing and sequencing of those programs**
- As recovery scenarios evolve, we will need to remain agile in our approach to workforce recovery and development, including:
 - **Tracking relevant indicators** to understand recovery progress by industry
 - **Adjust program prioritization and sequencing** to meet the changing demand for occupations
 - Establishing significant and regular **information sharing** across employer partnerships (e.g., industry associations) and intra-government agencies **to track relevant indicators**

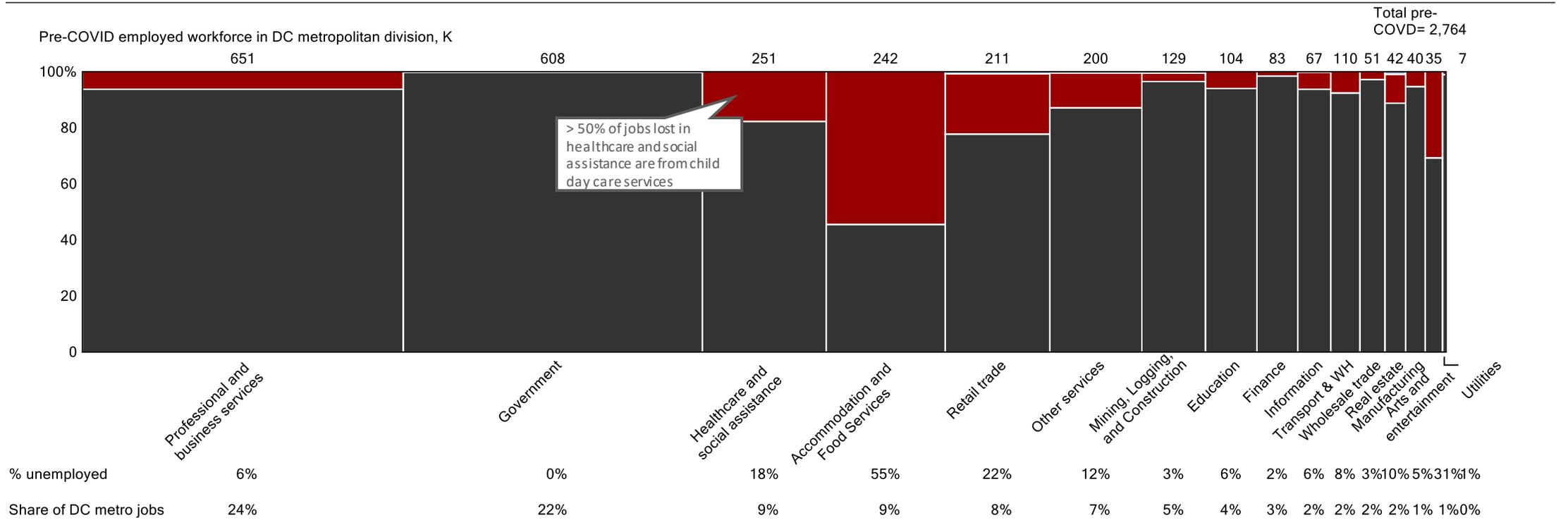
DC unemployment data implies foodservices and accommodation have seen most job losses

INDUSTRY RECOVERY CURVES



/ AS OF MAY 10 / PRELIMINARY

Implied DC metropolitan division job losses by industry – extrapolated from DC-specific data



Note: Segment totals reflect number of employees based on February data; change since February captured in red and blue segments; ~80K jobless claims from mid-April to present distributed in same proportion as private job losses incurred between mid-March and mid-April at the DC level; assumes job losses at the DC metropolitan level are distributed across sectors in the same proportion as at the DC level; Source: BLS, DOES, Bain Macro Trends Group analysis

Significant uncertainty remains around drivers of the shape and magnitude of recovery

INDUSTRY RECOVERY CURVES

/ PRELIMINARY

Macro-level



Epidemiology

- Spread of COVID-19 will be **global**
- Not all countries or states are following the same **curve**



GDP

- **Global declines** in GDP
- Crisis will last for **months**, and recovery likely take years, though vary among localities

Industry-specific



Government intervention

- Widespread restrictions on **travel**
- Varying domestic restrictions on **business and social life**
- Committed **govt. stimulus efforts**



Behavioral changes

- New “virtual” routine of **working and spending time together**
- **Social distancing** as new need
- **Digital acceleration**



Structural changes

- Permanent or temporary **job losses**
- **Risk of default** of some players
- Increased **M&A**
- Shift toward **substitutes**

Known

Unknown

- **Wave II spread risk**
- Timing of **therapeutics or vaccine**

- Impact on **GDP**
- Shape of economic **recovery**

- **Nature of govt. bailouts / support**
- **Re-opening (and potential re-closing)** timing by sector / state

- **Consumer attitude** at re-opening
- **Permanent behavioral shifts**

- **Long term talent disruption**
- New **competitive landscape**
- New **business models**

The uncertainty around each driver is modelled in three different scenarios

INDUSTRY RECOVERY CURVES

MACRO-LEVEL DRIVERS

/ PRELIMINARY

Epidemiology

Scenario A: Faster recovery

- **Effective vaccine / treatment** option emerges by the **beginning of 2021**
- US infections abate over the summer and **secondary waves are successfully managed**
- **Restrictions ease over ~2 months;** business as usual returns in June-July
- Some **restrictions on large gatherings** and international travel remain

Scenario B: Moderate recovery

- **Effective vaccine / treatment** becomes widely available in **2H 2021**
- Absence of a vaccine and **limited effectiveness of social distancing** leads to **protracted easing of restrictions**
- Governments use **local quarantines** to manage any second wave outbreaks
- **Constraints in testing capacity** limit local containment efforts

Scenario C: Slower recovery

- **Vaccine treatment is delayed until 2022**
- **Second wave of infections** requires return to state-wide quarantines
- **Significantly constrained testing capacity** limits containment
- **Strict mitigation efforts** in many economies required through the end of 2020 and into 2021

GDP

- Aggressive monetary and fiscal measures **successfully mitigate economic damage**
- US experiences rapid partial restoration of activity in May; return to **~+80% of pre-crisis levels by the fall**

- **Extended impairment of business activity;** containment of damage contingent on broad government backstops and consumer confidence
- Return to full pre-crisis activity contingent on vaccine availability

- **Financial crisis and solvency crises likely** with protracted (>1 year) period of economic activity
- Quasi-command-economy structure (as in war time) required

We modelled labor market recovery curves for 5 priority industries in DC

INDUSTRY RECOVERY CURVES

/ PRELIMINARY

**Travel &
leisure**



Foodservice



Retail



Healthcare



**Computer
occupations**



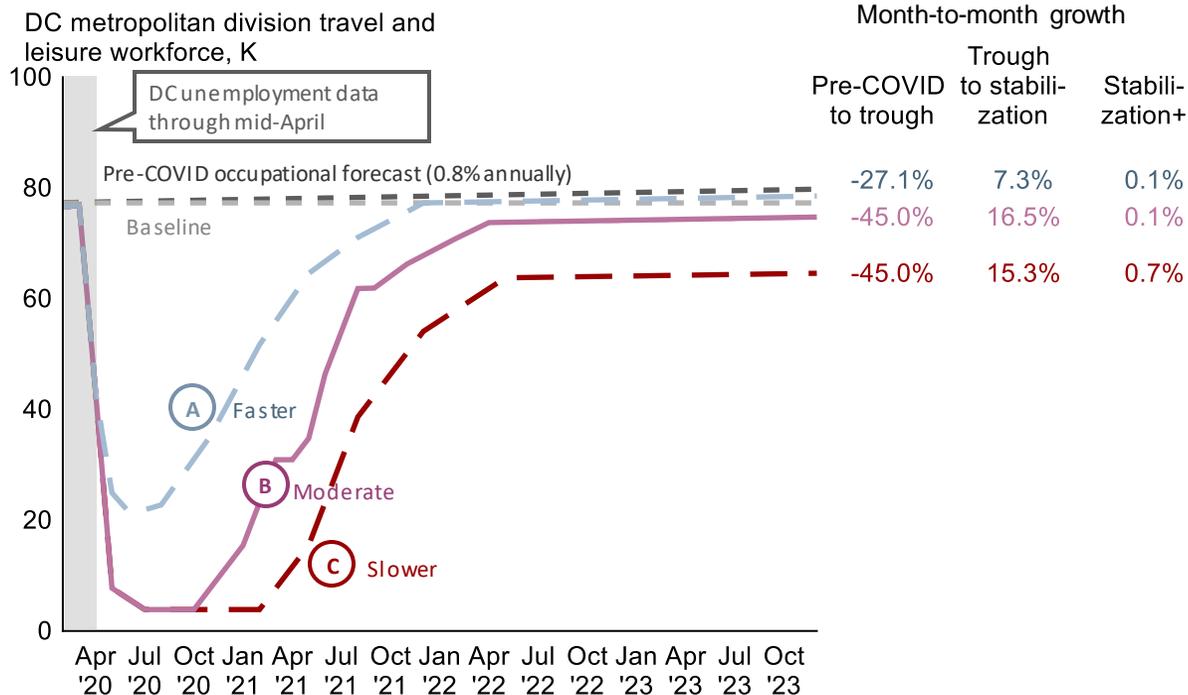
Travel & leisure could experience the biggest drop and slowest recovery, as much of its demand is discretionary and the safety of travel is yet uncertain

INDUSTRY RECOVERY CURVES

TRAVEL AND LEISURE

/ PRELIMINARY

Labor market forecast



Note: Travel and leisure includes accommodation and arts, entertainment, and recreation; trough reached in Jun'20 (faster) and July '20 (moderate and slower); stabilization reached Dec'21 (faster) and Feb'22 (moderate and slower)

Source: BLS, BEA, DOES

What you have to believe

G: Government
B: Behavioral
S: Structural

- Faster**
 - G:** Domestic travel restrictions ease in mid-summer as public health outlook improves.
 - B:** In summer and fall, **pent up vacation demand** in low-risk populations **coincides with re-openings** at Smithsonian, sports venues, tourist locations, etc. with social distancing.
 - S:** Hotels **remain solvent** and can rehire as demand returns.
- Moderate**
 - G:** Domestic travel restrictions **ease in the fall, winter 2020**.
 - B:** Business and government travel picks up as office work resumes late 2020. Low int.nat. travel, no large conferences **limit demand in hospitality**. Sports, tourist venues reopen in late 2020.
 - S:** Hotels that remain solvent have **extended hiring freezes** until first half of 2021, and portion of franchised and independent hotels close.
- Slower**
 - G:** Domestic travel restrictions remain in place until early 2021, especially if any new wave is uncontained. Int.nat. travel **restrictions remain through the end of 2021**.
 - S:** Larger portion of hotels remain shuttered or are **forced to close** due to long period of low demand and consumer confidence in the safety of travel and hospitality.

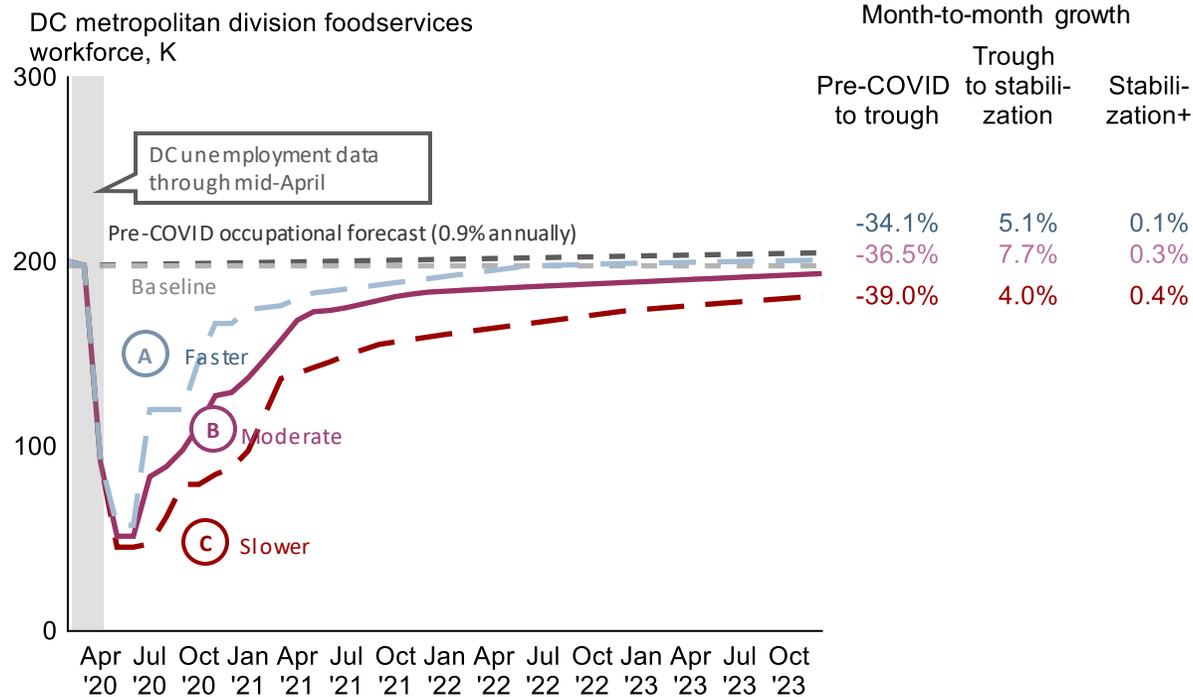
Foodservices could have a faster recovery vs. the rest of travel & leisure; recovery varies based on consumer confidence and disposable income

INDUSTRY RECOVERY CURVES

FOODSERVICES

/ PRELIMINARY

Labor market forecast



Note: Foodservices includes food services contractors as well as restaurants, bars, and cafeterias; trough reached in May'20 (all scenarios); stabilization reached Jun'22 (faster), Oct'21 (moderate), and Apr'23 (slower)

Source: BLS, BEA, DOES

What you have to believe

G: Government
B: Behavioral
S: Structural

- Faster**
 - G:** Majority of restaurants and bars **re-open over the summer**, with distance restrictions and reduced capacity.
 - B:** Quarantine fatigue, increased consumer confidence, and novel delivery methods **accelerate demand for foodservice** at establishments and at home.
 - S:** Return of institutional demand supports recovery among contractors, caterers, distributors, etc.
- Moderate**
 - G:** Reopening of restaurants and bars **delayed until the fall**, with distance restrictions and reduced capacity.
 - B:** As consumer confidence and demand returns in late 2020, surviving restaurants are **able to hire with demand**.
 - S:** Portion of **independent restaurants close** as others remain solvent via takeout and delivery even as physical dining areas remain closed.
- Slower**
 - G:** Restaurant **openings delayed** with second outbreak.
 - B:** Protracted recession **reduces disposable income** and limits demand for casual or fine dining locations.
 - S:** Cafeterias, caterers, etc. suffer as offices, schools continue remote work. More restaurants close and **new ones take time to replace** them even as demand returns.

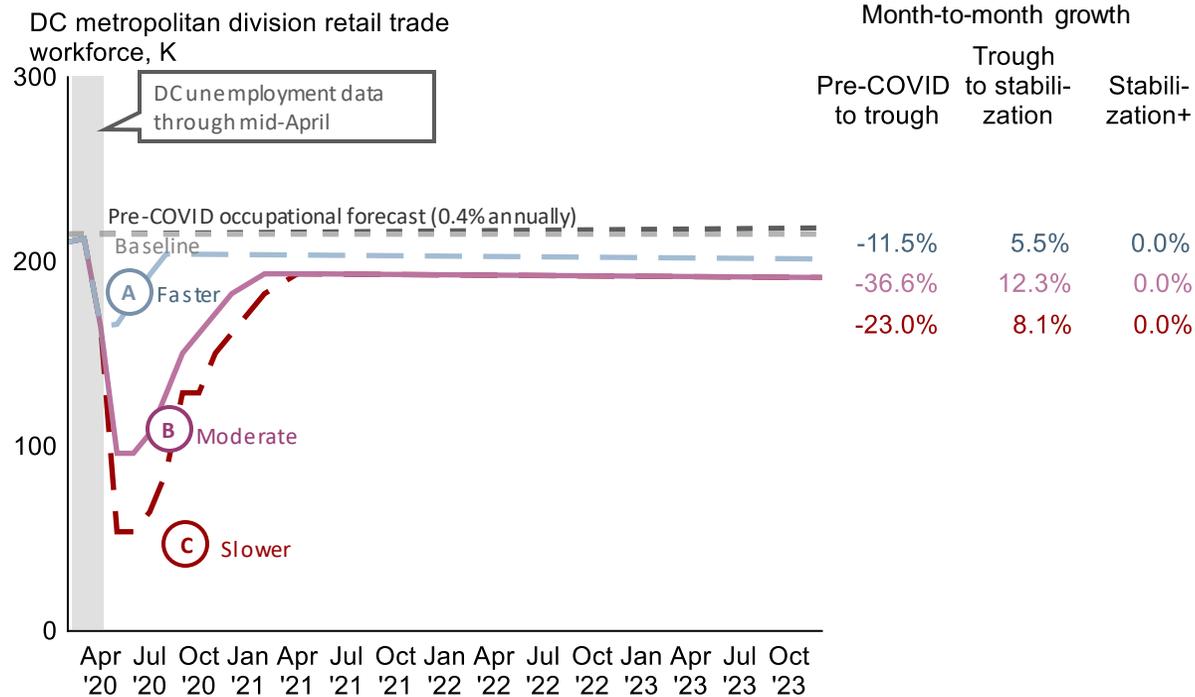
Retail recovery is mostly driven by renewed purchasing of non-essential products and services, varying across distribution types

INDUSTRY RECOVERY CURVES

RETAIL

/ PRELIMINARY

Labor market forecast



Note: Trough reached in Apr'20 (faster), May'20 (moderate and slower); stabilization reached Aug'20 (faster), Nov'20 (moderate), and Jan'21 (slower)
 Source: BLS; BEA; DOES; OCFO; Euromonitor

What you have to believe

G: Government
 B: Behavioral
 S: Structural

- Faster**
 - G: Mayor's closure of nonessential businesses lifted mid-June 2020.
 - B: Sales **rapidly return** as consumer confidence rises.
 - S: Relatively short duration of closure means **most brick and mortar retailers recover**.
- Moderate**
 - G: Mayor extends closure of nonessential retail for several months, **into the fall of 2020**.
 - B: Public anxieties lead to **slower resumption** of activity and reduced long-term demand.
 - S: Portion of B&M retailers **permanently close**.
- Slower**
 - G: Stores remain closed or operate at **significant reduced capacity** through 2020 as second wave is not contained.
 - B: Sustained public anxieties and decreased discretionary spending **prevent resumption of normal activity**.
 - S: Length of shut down and recession leads to **overall retail contraction** of ~10% as DC's retail mix (largely brick and mortar) does not fully recover.

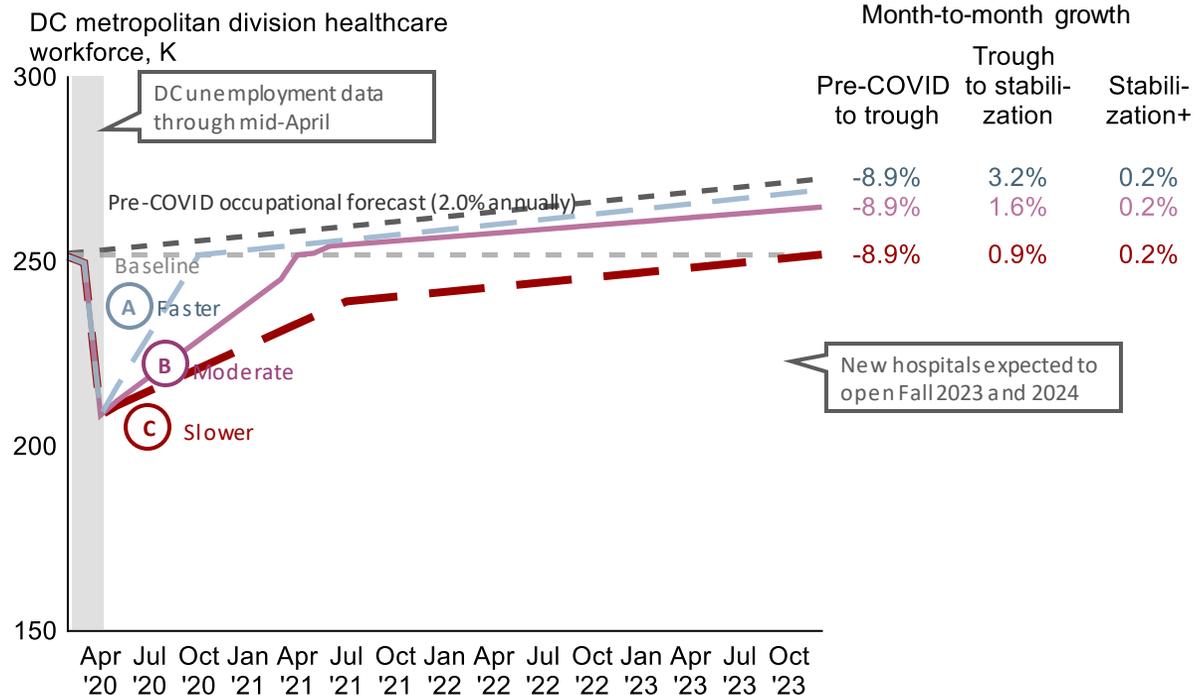
Healthcare employment demand may bounce back as deferred procedures (mostly elective or routine checkups) are resumed

INDUSTRY RECOVERY CURVES

HEALTHCARE

/ PRELIMINARY

Labor market forecast



Note: Trough reached in Apr'20 (all scenarios); stabilization reached Oct'20 (faster), Apr'21 (moderate), and Jul'21 (slower)
 Source: BLS; BEA; DOES

What you have to believe

G: Government
 B: Behavioral
 S: Structural

- Faster**
 - G:** DC public health guidance **lifts recommendation** to postpone elective or routine procedures **in June 2020**.
 - B:** Patients' confidence in safety at clinics returns and childcare centers demonstrate ability to operate safely.
 - S:** Majority of standalone clinics **reopen to full capacity**.
- Moderate**
 - G:** Public health recommendations **delay resumption** of elective or routine procedures **by several months**.
 - B:** Patient concerns about safety delay elective or routine procedures, and **demand for childcare** and other social services **depend on vaccine** availability, in second half '21
 - S:** Front line worker rehiring **lags demand for procedures** due to financial constraints faced by providers.
- Slower**
 - G:** Recommended return to elective procedures **delayed through the fall** amid second wave of outbreak.
 - B:** Safety concerns **cancel most elective** procedures; demand for social services depends on a vaccine in 2022
 - S:** Telehealth, home health gain share but a significant portion of standalone **clinics permanently close** due to increased financial hardship and reduced demand.

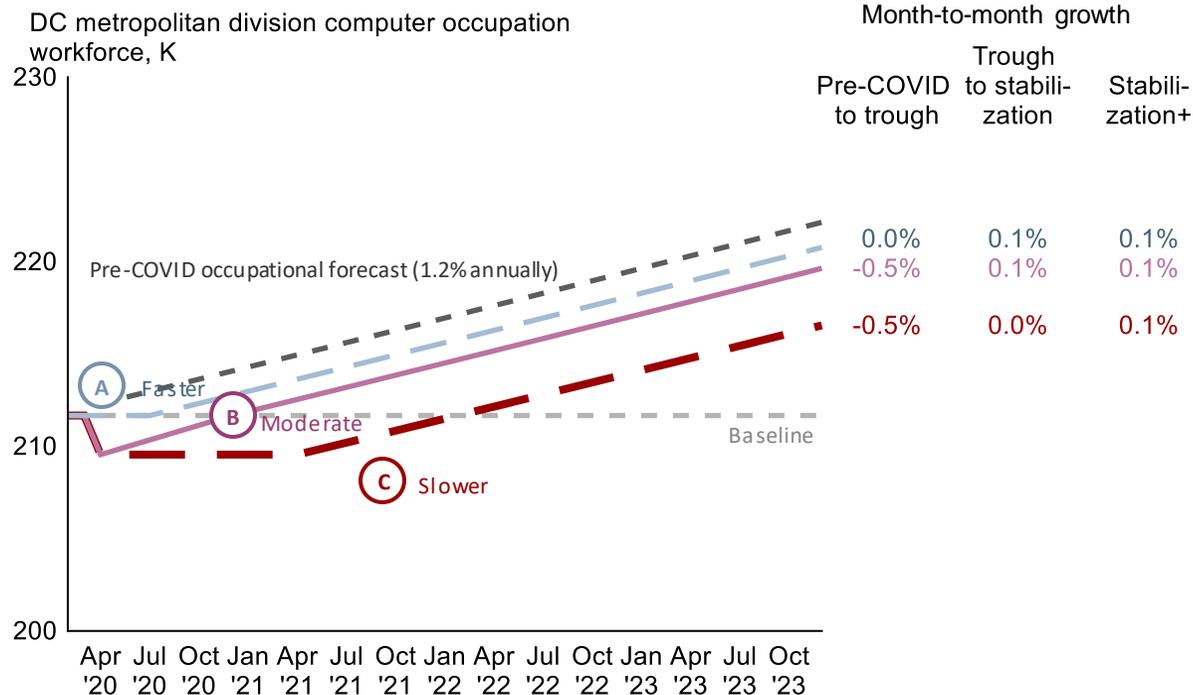
Computer occupations in DC (modelled instead of 'Information' sector) could continue growth due to sustained demand in end markets for tech solutions

INDUSTRY RECOVERY CURVES

COMPUTER OCCUPATIONS

/ PRELIMINARY

Labor market forecast



Note: Trough reached in Apr'20 (all scenarios); stabilization reached Jul'20 (faster), Nov'21 (moderate), and Jan'22 (slower)
 Source: BLS; BEA; DOES

What you have to believe

G: Government
 B: Behavioral
 S: Structural

- Faster**
 - G:** WFH guidance continues through the summer, increasing **demand for cloud computing**, collab. software.
 - B:** Corporate and govt. spending on major IT projects **resumes ahead of end market** recoveries in fall 2020.
 - S:** **Long-term growth** in computer occupations continues.
- Moderate**
 - G:** WFH guidance continues through the fall, **limiting demand for on-premise IT** infrastructure.
 - B:** Corporate and govt. **investment in IT resume at pace** with respective end market recoveries; growth in cloud, collab. software offsets drop in on-premise solutions.
 - S:** IT providers **(re)hire workers in line with demand**.
- Slower**
 - G:** WFH guidance extends into 2021 and beyond.
 - B:** Telework becomes widely accepted and decline in **on-premise spending permanently drops** and is not offset by spending in remote technology.
 - S:** Mission-critical IT projects and **contracts are delayed** due to extended recession, resulting in delayed hiring.

A G E N D A

Instructions for comparing output

High-level methodology

Industry recovery curve output

Occupational forecasting output

Appendix

Industry recovery scenarios

Occupational forecasts

Occupational forecasting: Executive summary

OCCUPATIONAL FORECASTING

/ AS OF MID-MAY / PRELIMINARY

- **Of the ~325K UI claims** in the DC metro area since mid-March, **~233K are** in the 5 priority industries, and an estimated **~65% of all claims are from occupational zones 1-2** (i.e., those that typically require less education or training)
- The goal of the workforce recovery and development effort is twofold: 1) get unemployed and transitioning residents into **paying jobs** and 2) put residents on a **stable career pathway** with family-sustaining income
 - **Workforce recovery** (goal #1) focuses on **job placement/matching and connection to occupations with recovering demand**; though this is a more immediate need, it could be done in tandem with providing career guidance to steer residents toward a stable pathway in the longer-term
 - > In the near-term (within 6 months) moderate scenario, there are **potentially ~58K occupations in zones 1-2** that could benefit from broad re-matching
 - > **~78% of these are in Foodservice and Retail where there are** fewer entry-level requirements and could be **more attainable for recently displaced workers**; **~10% are in Healthcare** where residents already holding qualifications, particularly in childcare, could also benefit from **direct matching**
 - Workforce development (goal #2) focuses on upskilling and training residents for priority occupations in more strategic industries, like Healthcare and IT
 - > Of the modelled occupations, an estimated **~8K occupations in zones 3-4** (i.e., those typically requiring credentialing or college degrees) could come back online/created in DC metro area between 6 months from now through 2023; **~70% of them are in Healthcare and IT**
 - > The lead time to train and qualify individuals for higher entry-level qualifications in occupations with stronger pathways implies a **need for advanced skills training starting simultaneously with the workforce recovery**
- Once priority occupation categories are agreed upon, a critical next step will be to **identify concrete actions** (e.g., workforce recovery - job fairs, job posting boards, career guidance services, marketing initiatives, etc.) **and key enablers** (e.g., transport, childcare, etc.) for the effort

Zone descriptions provided view of high-level requirements for each occupation, as well as their attainability and Pathway strength

OCCUPATIONAL FORECASTING

/ PRELIMINARY

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5
Education / Certifications	May require high school diploma or GED	Usually require high school diploma or GED	Often require certification from vocational school, on-the-job experience , or associate's degree	Usually require a four-year bachelor's degree	Often require graduate school
On-the-job requirements	Little to no experience	Some related experience	Previous work-related skill , knowledge, or experience	Considerable amount of work-related skill , knowledge, or experience	Extensive skill, knowledge , and experience
Job Training	A few days to a few months , usually learned on the job	A few months to a year of training, sometimes with apprenticeship or on the job	One or two years of training , both on-the-job experience and informal apprenticeships	Several years of work-related experience or on-the-job training	Assume already have the required skills
Attainability					

Source: ONET, WIC Career pathways

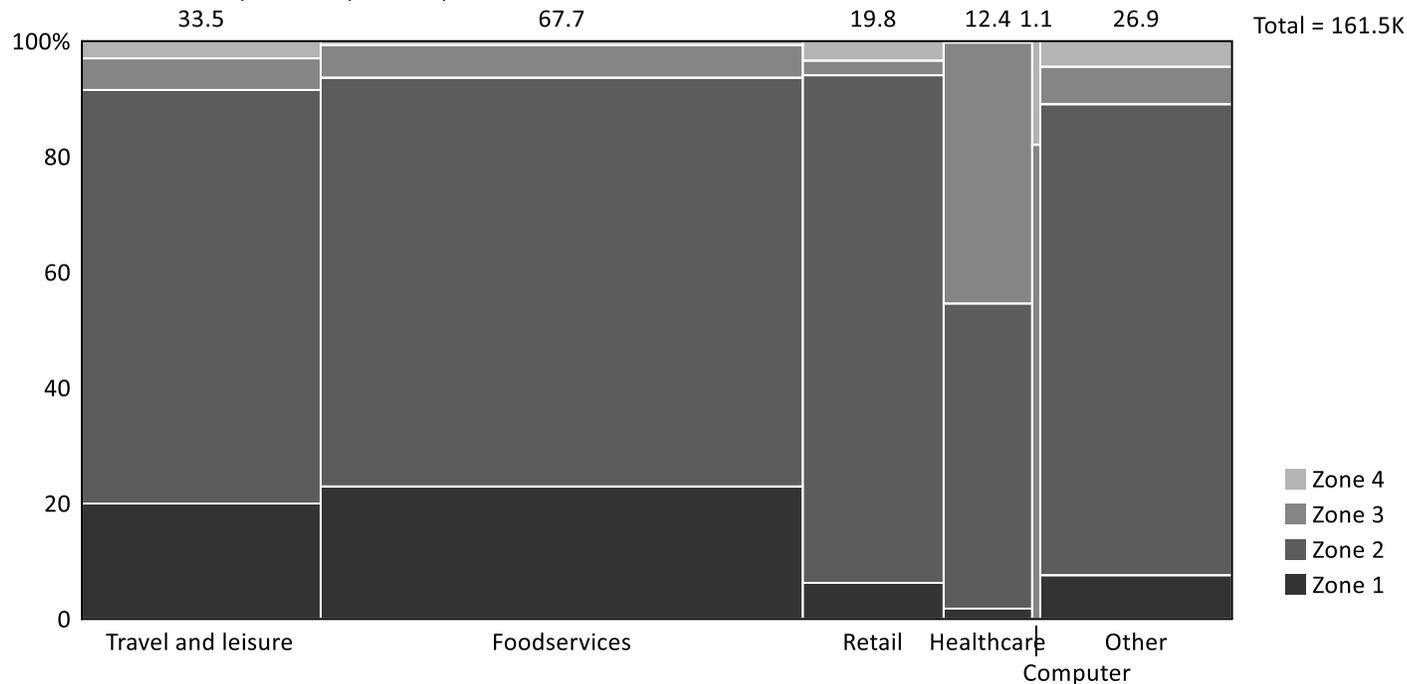
There are two high-level goals for the area’s unemployed residents – near-term job matching and upskilling to set them on path to longer-term career stability

OCCUPATIONAL FORECASTING

SUPPLY

/ PRELIMINARY

DC metropolitan division current unemployment for 47 modelled occupations, by industry, K



Actions differ for each, but are simultaneous

	Goal	Potential actions
1	Workforce recovery <i>Occupations with demand in <6 months</i>	<ul style="list-style-type: none"> Quickly (re)match existing skills in Zones 1-2 Emphasis on attainability
2	Workforce development <i>Occupations with demand through 2023</i>	<ul style="list-style-type: none"> Upskill and train for jobs in Zones 2-4 with strong pathways Emphasis on pathway-ability
		<ul style="list-style-type: none"> Job search & placement (e.g. job fairs, job boards, career guidance) OJT training Vocational & certification programs (e.g. UDC, bootcamps) Education-based core skills training

These are not mutually exclusive lines of work; both could and should happen concurrently

Note: Occupational unemployment in chart only includes unemployment for prioritized, forecasted occupations; spread of unemployment across industries based on national-level employment trends

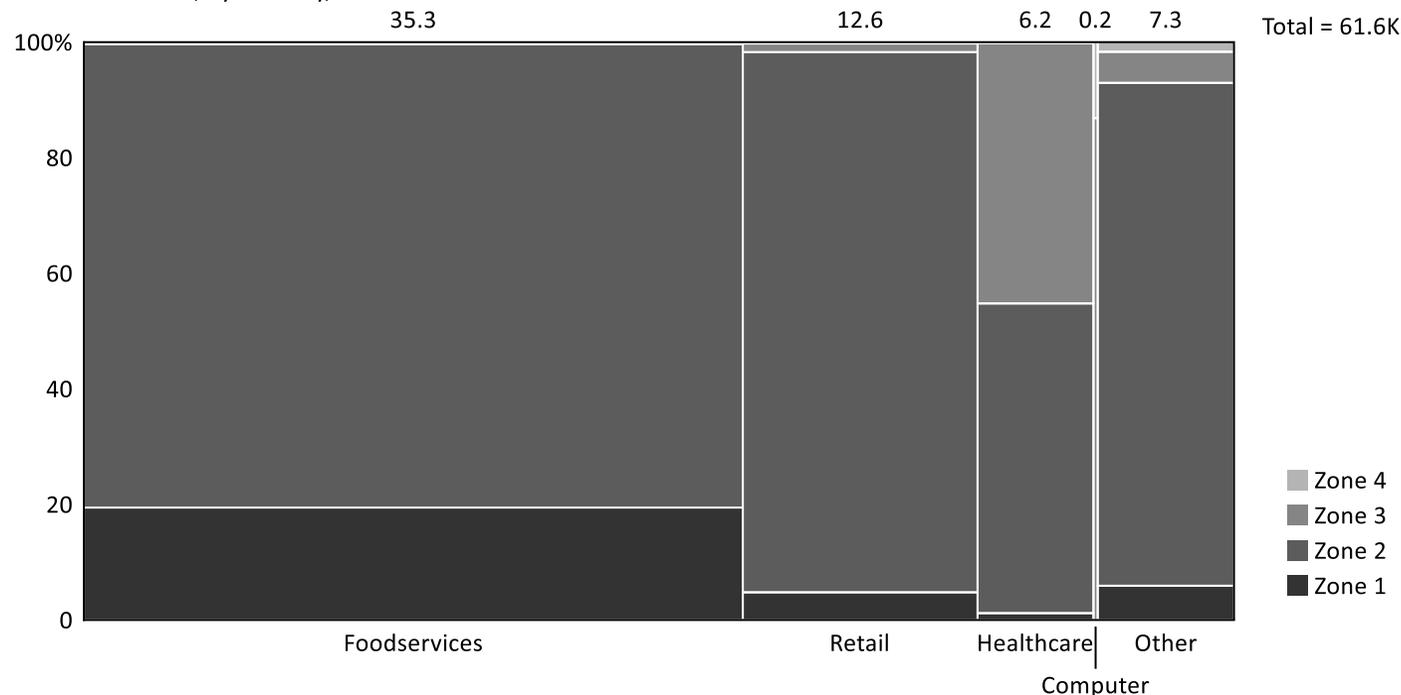
Source: BLS, DOES, ONET

Near-term workforce demand driven by recoveries in the foodservices and retail industries, mainly for occupations in Zones 1-2

OCCUPATIONAL FORECASTING

/ PRELIMINARY

DC metropolitan division demand for 47 modelled occupations in next 6 months, by industry, K



Assumptions to align on

- Jobs paying less than living wage are not an area of focus
- Some demand will be filled by people returning to their former jobs; job placement programs will need to track employer data and update actions accordingly (e.g., highlighting open jobs on job boards)
- Insufficient time to train currently non-qualified residents for higher Zone jobs
- Goal is to quickly job match DC residents with relevant skill sets to open positions; emphasis is on speed and accessibility

Build up of demand by occupation in appendix.

Source: BLS, DOES, ONET

The actions that can serve occupations and industries with the highest near-term demand and attainability should be prioritized

OCCUPATIONAL FORECASTING

/ PRELIMINARY

	<u>Foodservice</u>		<u>Retail</u>		<u>Travel and Leisure</u>		<u>Healthcare</u>		<u>Computer occupations</u>	
	<i>Occupation</i>	<i>Demand</i>	<i>Occupation</i>	<i>Demand</i>	<i>Occupation</i>	<i>Demand</i>	<i>Occupation</i>	<i>Demand</i>	<i>Occupation</i>	<i>Demand</i>
Zone 1	Food prep.	~2.5k							<i>Recommended occupations</i>	
	Café attendant	~2.0k								
	Dishwasher	~1.0k								
	Barista	~1.5k								
	Counter attndt.	~0.5k								
Zone 2	Server	~10.0k	Salespeople	~6.0k	Janitor/Cleaner	~2.5k	Home health aide	~1.0k		
	Cook	~6.5k	Cashier	~4.5k	Security Guard	~2.0k	Childcare worker	~1.0k		
	Bartender	~5.5k	Stock clerk	~2.0k	Desk clerk	~0.5k	Nursing assistant	~0.3k		
	Food service mngr.	~3.0k	Cust. Serv.	~1.5k			Receptionist	~1.0k		
	Host / hostess	~1.5k	Delivery svcs.	~0.4k						
Zone 3					Tour guides	~0.3k	Dental assistant	~1.0k	Computer user	~0.02k
							Medical secretary	~0.5k	support specialist	
							Medical assistant	~0.5k	Web developer	~0.1k
							Registered nurse	~0.5k		
							Dental hygienist	~0.4k		
							Records and IT	~0.1k		
Zone 4					Security Manager	~0.2k			Comp. network	~0.05k
									support specialist	
Zone 5										

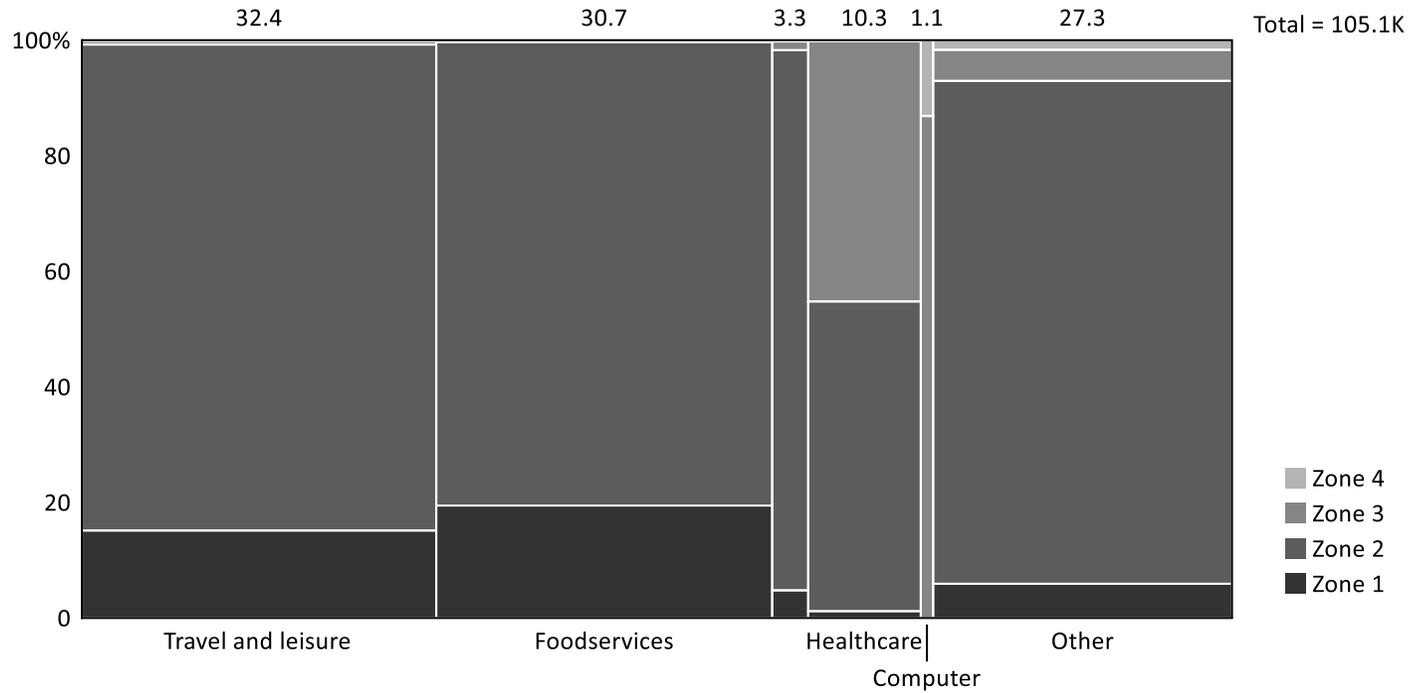
Note: Occupations listed under their 'primary' industry, but demand growth could be attributed to multiple industry recoveries (e.g., 'Cashier' occupation exists primarily in Retail, while its total recovery is also impacted by recovery in other industries)
 Source: DOES; BLS; BEA, ONET

Longer-term workforce development driven by broader economic recovery, with continued 'new' growth in healthcare and computer occupations

OCCUPATIONAL FORECASTING

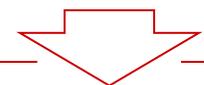
/ PRELIMINARY

DC metropolitan division demand for 47 modelled occupations
6 months from now through 2023, by industry, K



Assumptions to align on

- Training and lead time to achieve entry-level qualifications vary
 - Training and education for Zones 3-4 (college degrees or significant OJT) could need to (re)start now
 - Training for Zone 2 occupations could be shorter, within weeks or months



Programs and actions to upskill the workforce should be sequenced with occupational demand

Build up of demand by occupation in appendix.

Note: Does not reflect net occupational loss of ~300 jobs in retail
Source: DOES

There are ~30 occupations that could be prioritized for workforce development

OCCUPATIONAL FORECASTING

/ PRELIMINARY

Zone	Foodservice		Retail		Travel and Leisure		Healthcare		Computer occupations		Other	
	Occupation	Demand	Occupation	Demand	Occupation	Demand	Occupation	Demand	Occupation	Demand	Occupation	Demand
1	Food prep.	~4.0k										
	Café attendant	~4.0k										
	Dishwasher	~3.0k										
	Barista	~1.5k										
	Counter atndt.	~0.5k										
2	Server	~15.0k	Salespeople	~5.0k	Janitor/Cleaner	~16.0k	Home health aide	~1.5k				
	Cook	~9.5k	Cashier	~3.5k	Security	~6.0k	Nursing assistant	~0.5k				
	Bartender	~6.5k	Cust Serv.	~3.0k	Desk clerk	~4.5k	Childcare worker	~1.5k				
	Food svc. mngr.	~3.5k	Stock clerk	~1.5k			Receptionist	~3.0k				
	Host	~2.0k	Delivery svcs.	~1.0k								
					Tour guides	~1.0k	Dental assistant	~1.5k	Computer user support specialist	~1.0k	Teaching assistant	~3.0k
						Medical secretary	~1.0k	Web developer	~0.2k			
						Medical assistant	~1.0k					
						Registered nurse	~1.0k					
						Dental hygienist	~0.5k					
						Records and IT	~0.3k					
4					Security Manager	~0.5k			Comp. network support	~0.1k		

Key:
 Some formal training required
 Does not require formal training

Potential occupations for workforce dev.

Total computer occupations demand in next three years ~8k based on BLS forecasts

Note: Occupations listed under their 'primary' industry, but demand growth could be attributed to multiple industry recoveries (e.g., 'Cashier' occupation exists primarily in Retail, while its total recovery is also impacted by recovery in other industries)
 Source: DOES; BLS; BEA, ONET

A G E N D A

Instructions for comparing output

High-level methodology

Industry recovery curve output

Occupational forecasting output

Appendix

Industry recovery scenarios

Occupational forecasts

A G E N D A

Instructions for comparing output

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Industry recovery scenarios

Occupational forecasts

The uncertainty around each driver is captured through three different scenarios we are modeling (1/5)

APPENDIX

TRAVEL AND LEISURE

/ PRELIMINARY

Scenario A: Faster recovery

Scenario B: Moderate recovery

Scenario C: Slower recovery

Government intervention

- Domestic travel restrictions through mid-summer
- International restrictions through 2020

- Domestic restrictions through the fall
- International restrictions through 2020 and into 1H 2021

- Domestic restrictions through 2020
- International restrictions through the end of 2021

Behavioral changes

- Re-start in lower-risk consumer segments
- Social distancing as new need in the medium term

- Safety concerns continue to hinder international travel
- Travel impacted in volume & price in the medium term

- Severely limited domestic and international travel until vaccine availability

Structural changes

- Hotels and travel companies require extended furloughs and lay offs but remain solvent and can rehire in line with increasing demand

- Further consolidation
- Potential change in role of distribution
- Talent battles across industries

- New business models
- Disappearance of major players

Travel & leisure fast facts and considerations

APPENDIX

TRAVEL AND LEISURE

/ PRELIMINARY

Description

Businesses that provide customers with lodging or that provide services to meet varied cultural, entertainment, and recreational interests of their patrons. For purposes of forecasting, this sector does NOT include foodservices.

Workforce Overview

% of DC area labor: 3%

Jobs lost due to COVID (through April 2020): 34K

Industry Identifiers

- NAICS Industry Title: Accommodation; Arts, Entertainment, and Recreation
- NAICS Code: 721000; 710000 (*comprehensive subsectors at 4-digit level*)
- Subsectors, accommodation:
 - Hotels and motels, except casino hotels
 - Bed-and-breakfast inns
 - Rooming and boarding houses
 - Recreational and vacation camps
 - All other traveler accommodation
- Subsectors, AE&R:
 - Performing arts, spectator sports, and related industries
 - Museums, historical sites, and similar
 - Amusement, gambling, and recreation

Key considerations

- Recovery mostly driven by demand across **domestic leisure, domestic business, and international business and leisure**, whose recovery boundaries map to fast, moderate, and slow recoveries
- Domestic leisure could operate in two phases: **“first trips, within safety”** and **“domestic new normal”**:
 - **First trips, within safety:** Domestic leisure could rebound locally after other businesses reopen, with pent up demand and quarantine fatigue; air travel still limited
 - **Domestic new normal:** Air travel increases; potentially substitutes for intnat. Travel
- Domestic business could operate across: **“domestic new normal”** and **“global new normal”**:
 - **Domestic new normal:** As air travel increases; business travel resumes slowly, though often treated as discretionary spend
 - **Global new normal:** Companies develop new travel policies; conferences/industry events resume, first regionally then globally as cross-border restrictions ease
- International travel could operate across **“cross-border relaxation”** and **“global new normal”**:
 - **Cross-border relaxation (concurrent with domestic new normal):** International leisure starts to come back with price distortions due to staggered reopening
 - **Global new normal:** First global events return and international flows eventually re-stabilize by end of this phase to 80-95% of pre-crisis travel volume

The uncertainty around each driver is captured through three different scenarios we are modeling (2/5)

APPENDIX

FOODSERVICES

/ PRELIMINARY

	Scenario A: Faster recovery	Scenario B: Moderate recovery	Scenario C: Slower recovery
Government intervention	<ul style="list-style-type: none"> Majority of restaurants and bars re-open in early summer with distancing restrictions and reduced capacity 	<ul style="list-style-type: none"> Restaurants and bars remain closed through the summer; open with distancing restrictions and limited capacity 	<ul style="list-style-type: none"> Restaurants and bars remained closed through 2020; reopen with distancing restrictions and limited capacity
Behavioral changes	<ul style="list-style-type: none"> Increased expectations for safety Consumer confidence returns as public health data supports safety of eating out 	<ul style="list-style-type: none"> Consumer confidence returns near the end of 2020, as physical restrictions begin to ease Price sensitivity increases 	<ul style="list-style-type: none"> Public anxiety over safety suppresses demand for in-person dining Price sensitivity limits spending Certain contractors and
Structural changes	<ul style="list-style-type: none"> Carryout, delivery, and drive through channels gain share Institutional demand for contractors and distributors returns as colleges / schools reopen, workers return to offices 	<ul style="list-style-type: none"> Portion of independent restaurants close as others remain solvent via takeout and delivery Digital channels continue to accelerate and maintain share gain Limited institutional demand from colleges, sports venues, and offices prolong recovery of contractors 	<ul style="list-style-type: none"> Restaurants shutter during prolonged recession and cutback in spending, new restaurants lag in replacing closed ones Demand from large-footprint venues delayed until 2H 2021; in the interim contractors, caterers, and distributors close or maintain hiring freezes

Foodservices fast facts and considerations

APPENDIX

FOODSERVICES

/ PRELIMINARY

Description

Businesses that make, transport, prepare, and sell foods and drinks to businesses and consumers; meals can be eaten on premises or offered as take-out or through food delivery services

Workforce Overview

% of DC area labor: 7%

Jobs lost due to COVID (through April 2020): 107K

Subsectors & Identifiers

- NAICS Industry Title: Foodservices
- NAICS Code: 722000
- Subsectors (*comprehensive to 4-digit level*):
 - Full- and limited-service restaurants
 - Drinking places, alcoholic and non-alcoholic beverages
 - Food service contractors
 - Caterers
 - Cafeterias, grill buffets, and buffets

Key considerations

- Food service could have a **faster recovery before rest of T&L**, but recovery likely to differ based on consumer base and distribution channel
- **Restaurants, cafeterias and drinking places**
 - Recovery likely depends on easing of restrictions and consumer confidence in safety; current belief is that establishments can re-open with social-distancing measures
 - Likely increase in price sensitivity
 - Delivery, carry-out, and drive through likely to gain share
- **Catering**
 - Slow recovery tied to ability to host large events with health confidence
- **Food service contractors**
 - Recovery likely tied to opening of large institutions such as workplaces, schools, and governmental buildings
- Depending on length of recession and financial supports available, **some foodservice companies may not survive** long enough before it is safe to dine out or before demand returns in the post-COVID world, resulting in a longer recovery as new businesses take their place

The uncertainty around each driver is captured through three different scenarios we are modeling (3/5)

APPENDIX

RETAIL

/ PRELIMINARY

	Scenario A: Faster recovery	Scenario B: Moderate recovery	Scenario C: Slower recovery
Government intervention	<ul style="list-style-type: none">Closure of nonessential businesses lifted mid-June 2020 with phased re-opening and distancing efforts in place	<ul style="list-style-type: none">Closure of nonessential businesses sustained through the summer or fall, followed by phased re-opening	<ul style="list-style-type: none">Nonessential business remained closed or operating at significantly reduced capacity (<50%) through 2020
Behavioral changes	<ul style="list-style-type: none">Consumer confidence recovers to pre-COVID levels during early summer as retailers open and maintain appropriate prevention measures	<ul style="list-style-type: none">Consumer confidence remains below pre-COVID levels through the summer, and broader economic conditions limit discretionary spending	<ul style="list-style-type: none">Consumer confidence remains below pre-COVID levels through 2020 and prolonged recession severely limits discretionary spending
Structural changes	<ul style="list-style-type: none">Brick and mortar retail recovers with moderate impact to overall sales and hiringLong-term trends persist (e.g., gradual shift to e-commerce)	<ul style="list-style-type: none">Some brick and mortar retailers permanently shut down; shift to e-commerce channels is accelerated	<ul style="list-style-type: none">Significant portion of physical retailers close and initial increases in e-commerce sales tempered as economic severity persists

Retail fast facts and considerations

APPENDIX

RETAIL

/ PRELIMINARY

Description

Businesses that sell consumer goods to retailers or directly to consumers, from small items like toiletries and groceries to large purchases including automobiles and boats; includes majority of standard “shopping”

Workforce Overview

% of DC area labor: 8%

Jobs lost due to COVID (through April 2020): 47K

Subsectors & Identifiers

- NAICS Industry Title: Retail trade
- NAICS Code: 420000, 440000, 450000 (example subsectors)
- Subsectors, retail trade:
 - Dealerships
 - Stores (department and specialty)
 - Grocery stores and pharmacies
 - Vending machine / stand / kiosks
- Subsectors, wholesaler:
 - *Wholesalers of same items as retail trade subsector

Key considerations

- Recovery will be driven by **renewed purchasing of non-essential products** and services, and will **vary across distribution types**
- **Recovery by retail products:** Sales of essentials have spiked while purchase of non-essentials have dropped significantly
 - **Purchase of essentials** – such as groceries, hygiene, and home care – has increased but is likely to return to pre-COVID levels
 - **Purchase of non-essentials** – such as beauty products, household goods, and apparel – has driven significant decline in retail with **recovery likely to vary significantly by distribution channel type**
- **Recovery by distribution channel:** Sales have surged in some channels and declined at others; consumer shift could have **long-term consequences**
 - **Channels experiencing tailwinds:** 1) E-commerce channels where consumers can buy online; 2) Grocery, mass, and discount stores where consumers can purchase goods at a “one-stop shop”
 - **Channels facing headwinds with unclear recovery potential:** 1) Department and specialty stores in non-essential categories mostly based in brick and mortar model unlikely to recovery fully; 2) Convenience stores where consumers can only purchase specific products in small quantities recovery unclear
 - **Possible new norms across channels:** 1) Safety likely to be a continued consideration at all retailers; 2) Shift to WFH may result in shift away from cities and into suburbs; 3) at-home delivery may cement into long-term consumer behavior

The uncertainty around each driver is captured through three different scenarios we are modeling (4/5)

APPENDIX

HEALTHCARE

/ PRELIMINARY

Government intervention

Scenario A: Faster recovery

- Elective procedures are recommended to be postponed through June 2020

Scenario B: Moderate recovery

- Postponement of elective or routine procedures suggested through the summer

Scenario C: Slower recovery

- Recommendation to postpone elective or routine procedures persists through the fall

Behavioral changes

- Clinics and offices deliver on patients' safety criteria as elective or routine procedures resume in the summer
- Demand for childcare and other social services returns when on-premise prevention measures are shown to be effective

- Patient concerns about safety result in portion of elective or routine procedures further postponed or cancelled
- Demand for childcare and other social services dependent on availability of a vaccine or treatment, in 2H 2021

- Safety concerns defer or cancel majority of truly elective procedures
- Reduction in emergent care as fears of health safety increase
- Demand for childcare and other social services dependent on availability of a vaccine treatment, in 2022

Structural changes

- Telehealth and in-home health channels gain share
- Majority of standalone clinics reopen and overall structure of industry remains intact

- Telehealth and in-home channels gain share and consolidation of provider networks accelerates
- Even as demand for elective or routine procedures returns, hiring of frontline workers at individual clinics lags

- Telehealth and in-home health channels become industry standard
- Some standalone clinics struggle to reopen and frontline workers are re-hired at slower pace than the return in demand for elective or routine procedures

Healthcare fast facts and considerations

APPENDIX

HEALTHCARE

/ PRELIMINARY

Description

Businesses that provide medical care services, manufacture medical equipment or drugs, provide medical insurance or otherwise facilitate provision of healthcare to patients

Workforce Overview

% of DC area labor: 9%

Jobs lost due to COVID (as of May 2020): 43K

Subsectors & Identifiers

- NAICS Industry Title: Health Care and Social Assistance
- NAICS Code: 620000
- Subsectors (example subsectors):
 - Out- and in-patient medical offices
 - Diagnostic centers
 - Home health care services
 - Social services (food, housing, some, vocational rehab, elder care)

Key considerations

- **Recovery driven by renewed demand** for semi-urgent, semi-elective, and truly elective procedures
- **Semi-urgent procedures** can be delayed weeks or months but has near- and long-term health consequences if not treated (e.g. pacemakers, tumor removal)
 - **Demand likely to accelerate at earliest possible point**, as soon as patients feel can safely be performed then return to pre-COVID levels
- **Semi-elective procedures** improve quality of life but do not compromise patient health if delayed (e.g. knee replacement or dental surgery)
 - **Demand likely to return at a methodical pace** and return to pre-COVID levels
- **Truly elective procedures** can be delayed indefinitely with very limited danger to patient health
 - **Demand may never return to pre-COVID levels**, as patients may choose alternative treatment options (e.g. PT, medications)
- There may be a **lag in workforce recovery for healthcare clinic workers** due to timing of elective procedures

The uncertainty around each driver is captured through three different scenarios we are modeling (5/5)

APPENDIX

IT AND INFORMATION

/ PRELIMINARY

Scenario A: Faster recovery

Scenario B: Moderate recovery

Scenario C: Slower recovery

Government intervention

- Work from home trends continue through the summer

- Work from home for most office workers continues through the fall

- Work from home for office workers becomes new normal, extending into 2021

Behavioral changes

- Employers and employees readily return to office, stalling dramatic shifts in IT spending from pre-COVID levels
- Low- to moderate-reduction in IT spending as investment accelerates ahead of end market recoveries

- Employers and employees embrace telework and accelerate shift from on-premise spending to remote tech.
- IT investment resumes in line with end market recovery scenarios

- Telework becomes widely accepted and decline in on-premise spending permanently drops and is not offset by spending in remote tech

Structural changes

- Long-term trends towards computer-based occupations continues through the recovery

- Growth in cloud infrastructure and collaboration software offsets drop in on-premise solutions
- IT providers are able to (re)hire workers in line with recovery in demand

- Significant reduction in spend as prolonged deferral (12+ mos.) of critical projects in ERP/supply chain/marketing occur

Computer occupations fast facts and considerations

APPENDIX

IT AND INFORMATION

/ PRELIMINARY

Description

Occupations related to the development and administration of computer software, hardware, and networks, as well as data warehousing and analysis, and web design and administration.

Workforce Overview

% of DC workforce: 6% (DC only, not metropolitan division)

Jobs lost due to COVID (as of May 2020): ~1K (DC only)

Sub-occupation groups

- BLS SOC Title: Computer occupations
- SOC Code: 15-1100
- Sub-occupation groups (*comprehensive to 5 digit level*):
 - Computer and information analysts
 - Computer information research scientists
 - Computer support specialists
 - Database and network administrators and architects
 - Software and web developers, programmers, and testers
 - Miscellaneous computer occupations

Key considerations

- **Occupational demand** driven by specific IT applications, across **infrastructure** and **horizontal applications** that apply across end markets (e.g., financial services, healthcare, etc.)
- Infrastructure solutions include (% of total global spend):
 - **On-premise infrastructure (16%)**: Hit in short term, could face headwinds vs. cloud alternatives, potentially exacerbated by need for more remote access
 - **Cloud infrastructure (11%)**: Boosted in short term, migration to cloud likely to persist and potentially be accelerated with a “new normal” with remote access
 - **IT operations (5%)**: Static in short term, long-term growth rate likely to resume relatively quickly following recovery, potentially benefiting from bounce-back
 - **Security (9%)**: Static in short term, long-term growth could resume with potential to accelerate for vendors supporting remote access/work
 - **Development and PLM tools (5%)**: Static in short term, long-term growth could resume as dev. activity resumes, and site strategies distribute workers
- Horizontal applications include:
 - **Analytics and BI (5%)**: Hit in short term, long-term growth could return
 - **ERP / supply chain (10%)**: Hit in short term, likely to return to single digit growth
 - **CRM / marketing (12%)**: Hit in short term, as end-markets recover and budget pressure alleviates, growth driven by digital sales, marketing, and service tools
 - **HR / workforce management (5%)**: Workforce applications remain stable
 - **Productivity and creative (6%)**: A net tailwind as companies expand solutions
 - **Collaboration (5%)**: Likely to return to high long-term growth rate and potentially accelerate with a “new normal” with remote working and communications

A G E N D A

Instructions for comparing output

High-level methodology

Industry recovery curve output

Occupational forecasting output

Appendix

Industry recovery scenarios

Occupational forecasts

Zone descriptions provided view of high-level requirements for each occupation, as well as their attainability and Pathway strength

APPENDIX

/ PRELIMINARY

	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5
Education / Certifications	May require high school diploma or GED	Usually require high school diploma or GED	Often require certification from vocational school, on-the-job experience , or associate's degree	Usually require a four-year bachelor's degree	Often require graduate school
On-the-job requirements	Little to no experience	Some related experience	Previous work-related skill , knowledge, or experience	Considerable amount of work-related skill , knowledge, or experience	Extensive skill, knowledge , and experience
Job Training	A few days to a few months , usually learned on the job	A few months to a year of training, sometimes with apprenticeship or on the job	One or two years of training , both on-the-job experience and informal apprenticeships	Several years of work-related experience or on-the-job training	Assume already have the required skills
Attainability					

Source: ONET, WIC Career pathways

Server recovery curve indicate ~10,000 server jobs returning to the metropolitan region in the next six months and ~15,100 returning from then through 2023

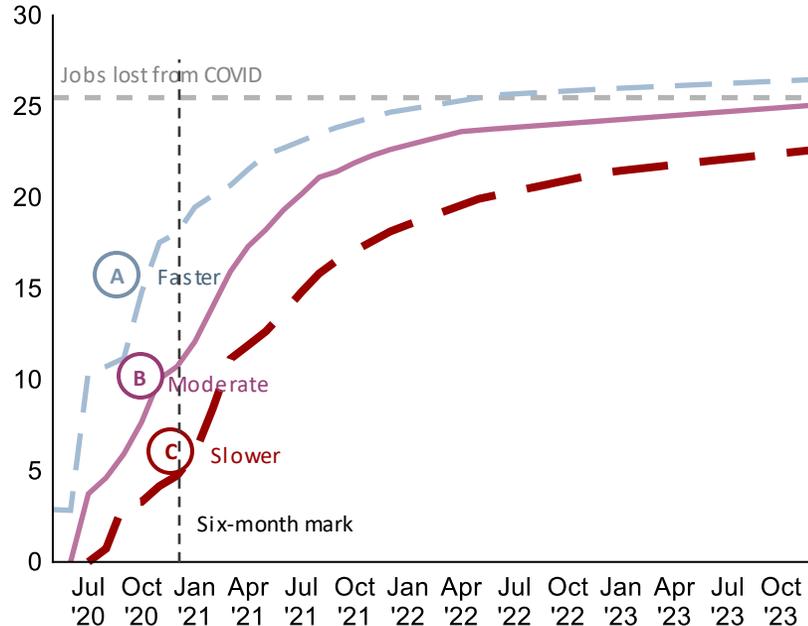
APPENDIX

SERVERS

/ PRELIMINARY

Labor market forecast

DC metropolitan division servers occupational demand, K



Total jobs recovered	
6-month recovery	Beyond 6 months
17,534	8,954
10,043	15,041
4,166	18,467

Description

	Description
Demand	<ul style="list-style-type: none"> Significant demand for servers in the next six months However, the supply of “experienced servers” may outstrip demand until 2023
Attainability	<ul style="list-style-type: none"> Servers do not require any formal education (Zone 1 and 2), but communication and monitoring skills are key to success; particularly in DC, previous serving experience may be required
Pathway strength	<ul style="list-style-type: none"> Servers typically make a living wage but do not have a specific “career trajectory” <ul style="list-style-type: none"> However, server experience is applicable to many other sectors and occupations Experience can also enable servers to move to higher-income restaurants

Note: Job losses indexed to moderate scenario
Source: BLS, BEA, DOES

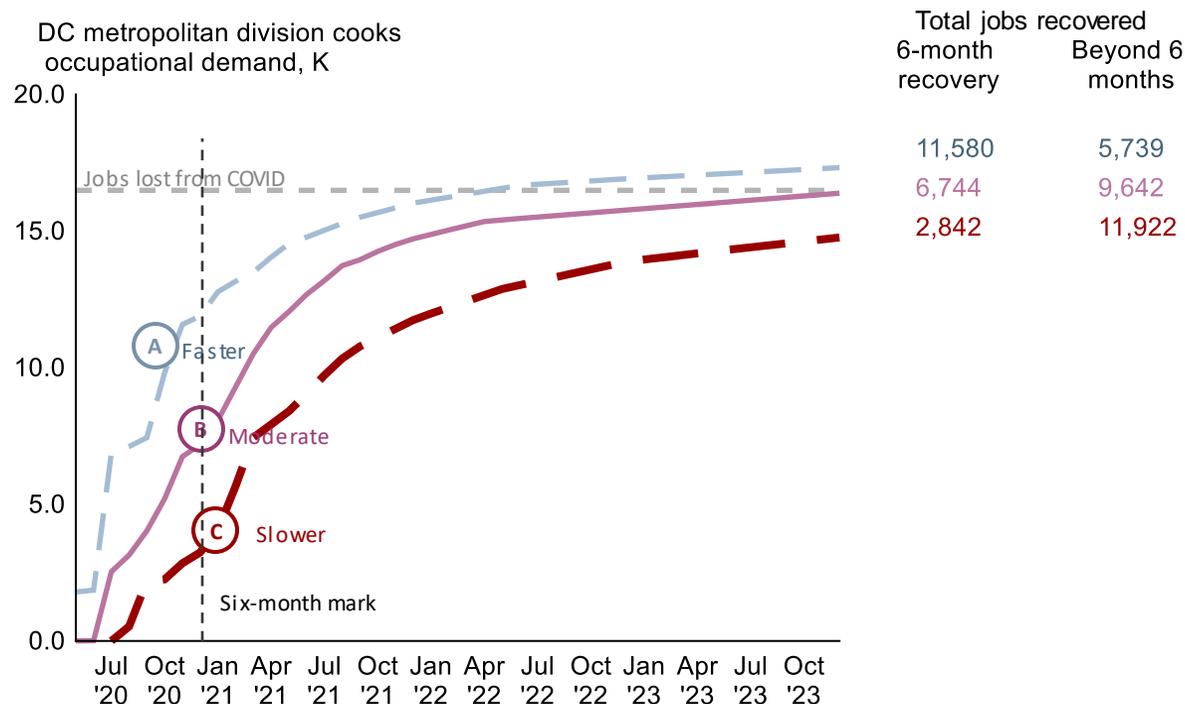
Cooks recovery curve indicates ~6,700 jobs returning to the metropolitan region in the next six months and ~9,600 returning from then through 2023

APPENDIX

COOKS

/ PRELIMINARY

Labor market forecast



Description

	Description
Demand	<ul style="list-style-type: none"> Significant demand for cooks in the next six months However, the supply of “experienced cooks” may outstrip demand until 2023
Attainability	<ul style="list-style-type: none"> Cooks do not require any formal education (Zone 1 and 2), but food and food health and safety are important skills to prove to be hired
Pathway strength	<ul style="list-style-type: none"> Cooks typically make a living wage but do not have a specific “career trajectory”; Experience can also enable cooks to move to higher-income restaurants but income increase is not particularly significant

Note: Job losses indexed to moderate scenario; Cooks includes Restaurant, Chefs/Head Cooks, Institutional and Café Cooks, Short Order Cooks, and Other Cooks

Source: BLS, BEA, DOES

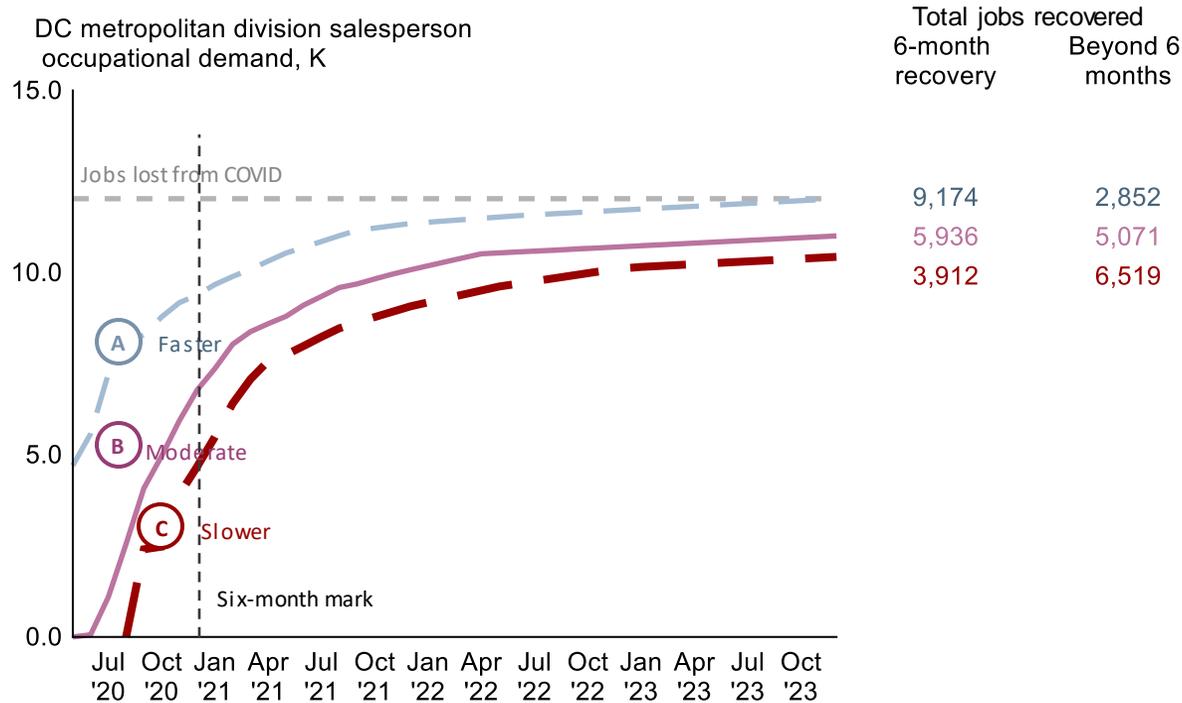
Salesperson recovery curve indicates ~5,900 jobs returning to the metropolitan region in the next six months and ~5,100 returning from then through 2023

APPENDIX

SALESPERSONS

/ PRELIMINARY

Labor market forecast



Description

	Description
Demand	<ul style="list-style-type: none"> Significant demand for salespeople in the next six months However, the supply of “experienced salespeople” may outstrip demand until 2023
Attainability	<ul style="list-style-type: none"> Salespeople do not require any formal education (Zone 2), but communication and interpersonal skills are key to attaining a job
Pathway strength	<ul style="list-style-type: none"> Salespeople typically make a living wage, but career trajectory depends on industry and compensation model; salespeople on commissions in high-demand industries can have clear pathway to upward mobility and higher income, whereas salaried salespeople in customer-service type roles may less opportunity

Note: Job losses indexed to moderate scenario; Salespersons includes Retail Salespersons, Sales Managers, and Supervisors of Retail Sales
 Source: BLS, BEA, DOES

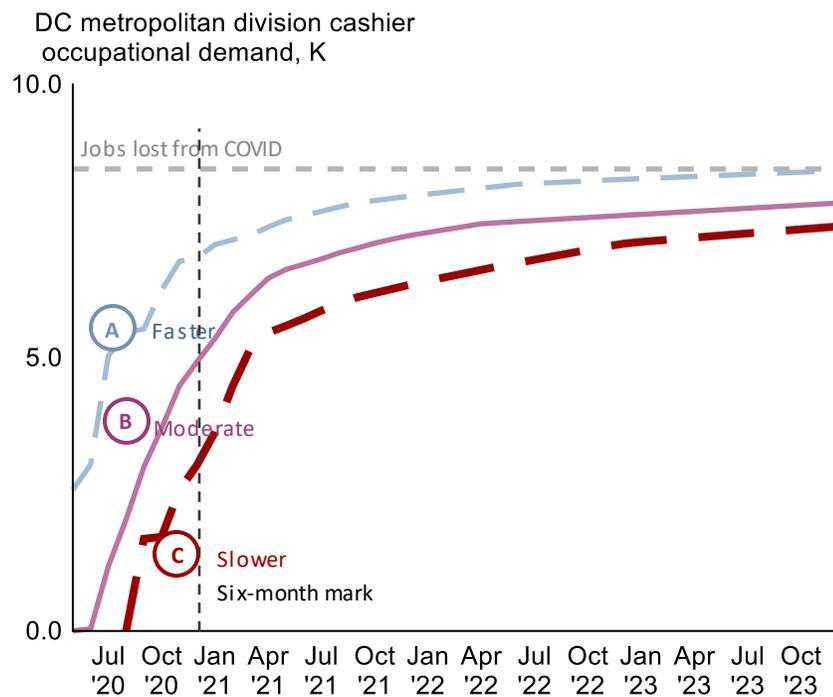
Cashier recovery curve indicates ~4,500 jobs returning to the metropolitan region in the next six months and ~3,300 returning from then through 2023

APPENDIX

CASHIERS

/ PRELIMINARY

Labor market forecast



Scenario	Total jobs recovered 6-month recovery	Beyond 6 months
Faster	6,762	1,658
Moderate	4,483	3,345
Slower	2,575	4,824

Description

	Description
Demand	<ul style="list-style-type: none"> Significant demand for cashiers in the next six months that levels off through 2023
Attainability	<ul style="list-style-type: none"> Cashiers do not require any formal education (Zone 2), but must show strong oral skills and some basic mathematics to solve problems
Pathway strength	<ul style="list-style-type: none"> Cashiers sometimes make a living wage, and rarely have opportunity for upward mobility; they are rarely considered for internal promotions, and skills are not always seen as transferrable to other roles

Note: Job losses indexed to moderate scenario
Source: BLS, BEA, DOES

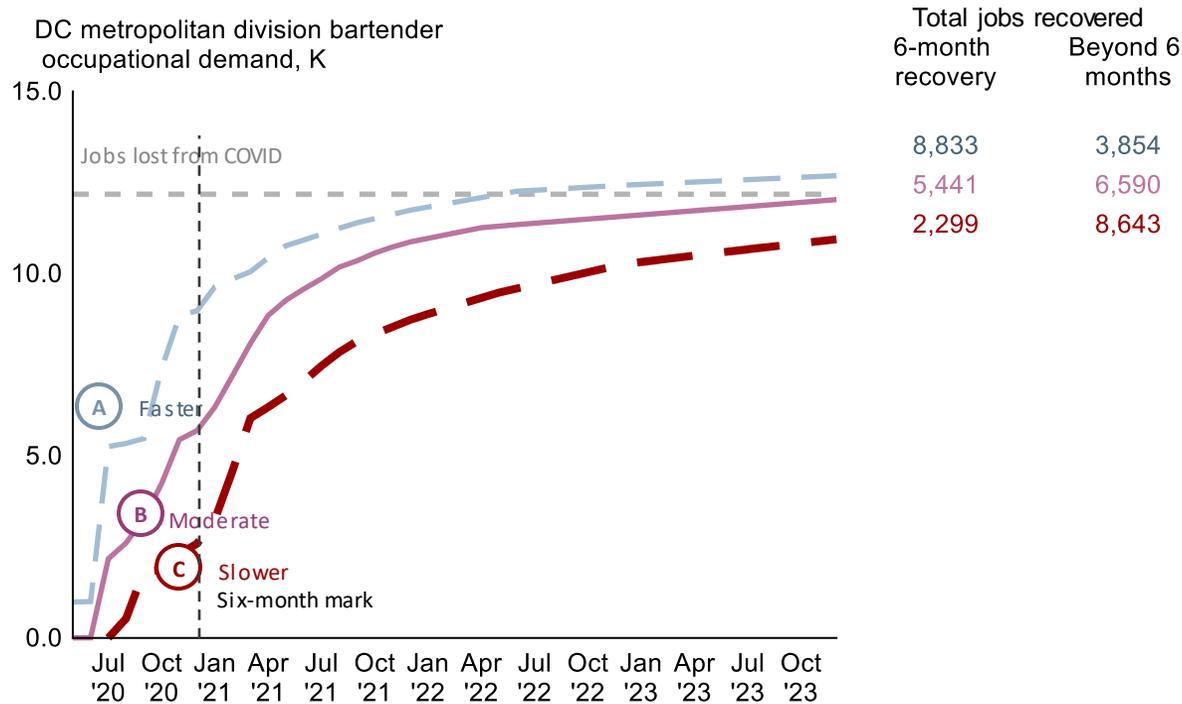
Bartender recovery curve indicates ~5,400 jobs returning to the metropolitan region in the next six months and ~6,600 returning from then through 2023

APPENDIX

BARTENDERS

/ PRELIMINARY

Labor market forecast

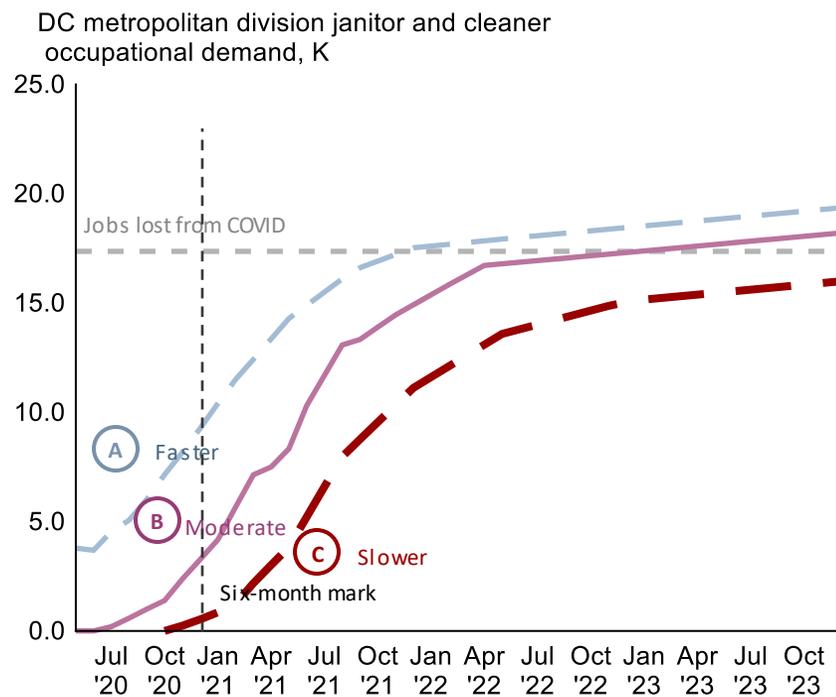


Description

	Description
Demand	<ul style="list-style-type: none"> Significant demand for bartenders in the next six months However, the supply of “experienced bartenders” may outstrip demand through 2023
Attainability	<ul style="list-style-type: none"> Bartenders do not require any formal education (Zone 2), but must be >21 and communication, customer orientation, and some food / beverage safety knowledge
Pathway strength	<ul style="list-style-type: none"> Bartenders typically make a living wage but do not have a specific “career trajectory”; Experience can be transferable into other service-related occupations, but few opportunities for upward mobility

Cleaners recovery curve indicates ~2,400 jobs returning to the metropolitan region in the next six months and ~15,800 returning from then through 2023

Labor market forecast



Total jobs recovered	
6-month recovery	Beyond 6 months
8,173	11,178
2,376	15,826
240	15,748

Description

	Description
Demand	<ul style="list-style-type: none"> Some demand for janitors and cleaners in the next 6 months Significant demand for maids and cleaners through 2023
Attainability	<ul style="list-style-type: none"> Janitors and cleaners do not require any formal education (Zone 2), but general knowledge of health and cleanliness codes are required
Pathway strength	<ul style="list-style-type: none"> Cleaners typically make a living wage but do not have a specific “career trajectory”; depending on the employer, janitorial staff can have upward mobility with additional excel and management training

Note: Job losses indexed to moderate scenario; Janitors and Cleaners includes Maids and Housekeeping, Janitors and Cleaners, and supervisors of cleaning staff

Source: BLS, BEA, DOES

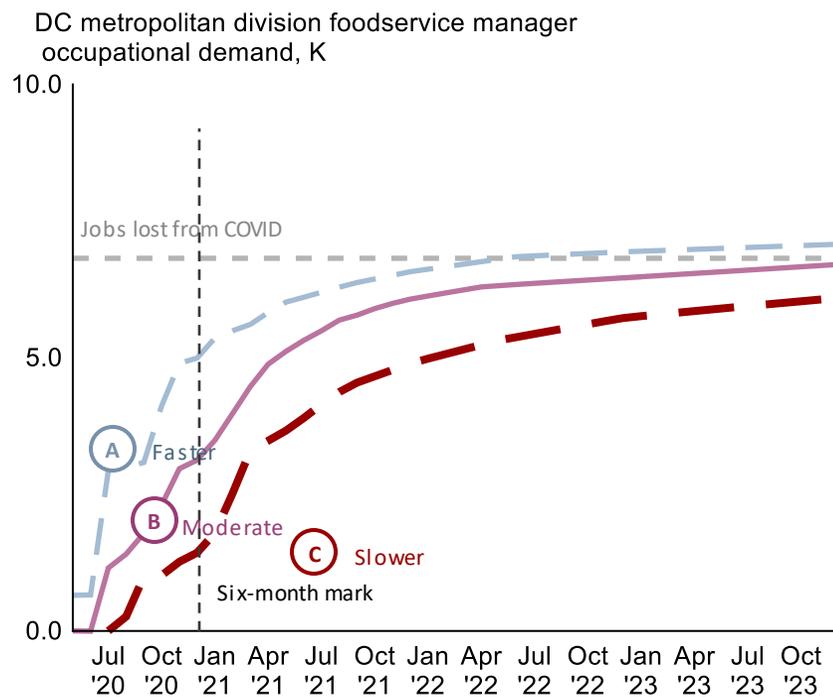
Food svc. mgr. recovery curve indicates ~3,000 jobs returning to the metropolitan region in the next six months and ~3,700 returning from then through 2023

APPENDIX

FOOD SVC. MGRS.

/ PRELIMINARY

Labor market forecast



Total jobs recovered	6-month recovery	Beyond 6 months
Faster	4,896	2,178
Moderate	2,969	3,735
Slower	1,266	4,824

Description

	Description
Demand	<ul style="list-style-type: none"> Some demand for food service managers in the next six months However, the supply of “experienced managers” may outstrip demand through 2023
Attainability	<ul style="list-style-type: none"> Food service managers do not require any formal education (Zone 2), but typically require previous experience in food service and demonstration of promotable skills (e.g. oral skills, problem sensitivity, deductive reasoning, managerial)
Pathway strength	<ul style="list-style-type: none"> Food service managers typically make above a living wage; Managerial experience can be transferred elsewhere, but social mobility path may remain in food service

Note: Job losses indexed to moderate scenario
Source: BLS, BEA, DOES

Café attendant recovery curve indicates ~2,200 jobs returning to the metropolitan region in the next six months and ~3,900 returning from then through 2023

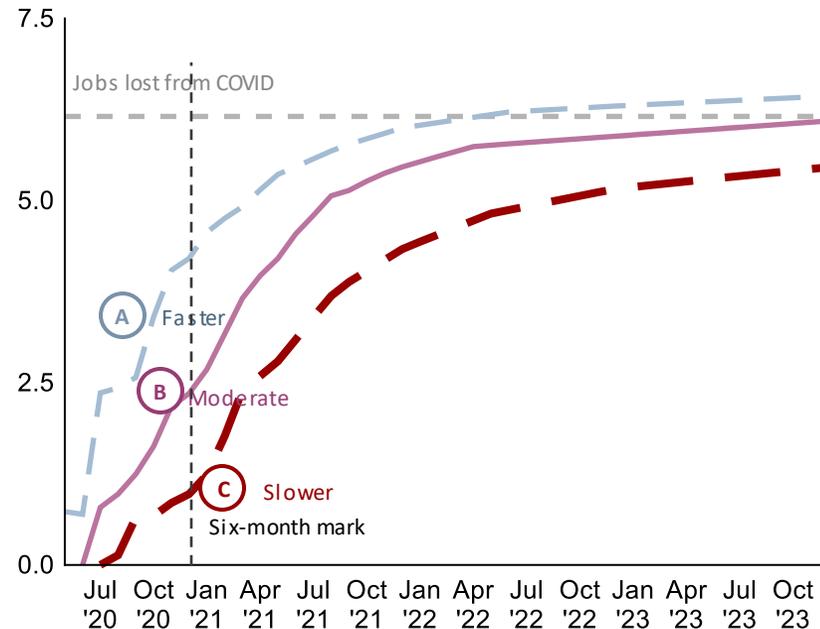
APPENDIX

DINING AND CAFÉ ATTD.

/ PRELIMINARY

Labor market forecast

DC metropolitan division dining and cafe attd. occupational demand, K



	Total jobs recovered 6-month recovery	Beyond 6 months
Scenario A (Faster)	4,043	2,391
Scenario B (Moderate)	2,174	3,919
Scenario C (Slower)	851	4,607

Description

	Description
Demand	<ul style="list-style-type: none"> Some demand for cooks in the next six months However, the supply of “experienced cooks” may outstrip demand until 2023
Attainability	<ul style="list-style-type: none"> Dining and café attendants do not require any formal education (Zone 1), but it could be helpful to have some health and customer service experience
Pathway strength	<ul style="list-style-type: none"> Dining room attendants barely make a living wage and do not have a specific “career trajectory”; Experience can help them find other entry-level positions, but may not translate to upward mobility

Note: Job losses indexed to moderate scenario

Source: BLS, BEA, DOES

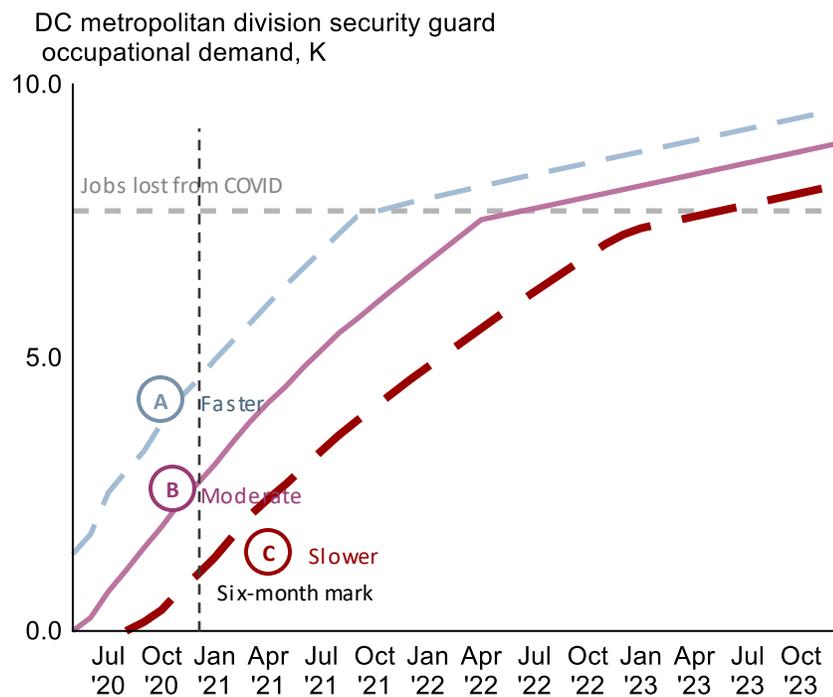
Security guard recovery curve indicates ~2,300 jobs returning to the metropolitan region in the next six months and ~6,600 returning from then through 2023

APPENDIX

SECURITY GUARDS

/ PRELIMINARY

Labor market forecast



Total jobs recovered	
6-month recovery	Beyond 6 months
4,248	5,290
2,336	6,579
733	7,421

Description

	Description
Demand	<ul style="list-style-type: none"> Some demand for security guards in the next 6 months Supply of experienced security guards may outstrip demand until 2022 High long term demand for security guards post-2022
Attainability	<ul style="list-style-type: none"> Security guards typically do not require formal education (Zone 2) but must have digital literacy; ability to use office and security softwares and show critical thinking skills is essential
Pathway strength	<ul style="list-style-type: none"> Security guard pathway strength is highly dependent on employer; employers with paths to management, IT security, and unionized roles in police / correctional can see career stability, but many do not

Note: Job losses indexed to moderate scenario; Security Guards includes Security Managers
 Source: BLS, BEA, DOES

Stock clerk recovery curve indicates ~2,100 jobs returning to the metropolitan region in the next six months and ~1,700 returning from then through 2023

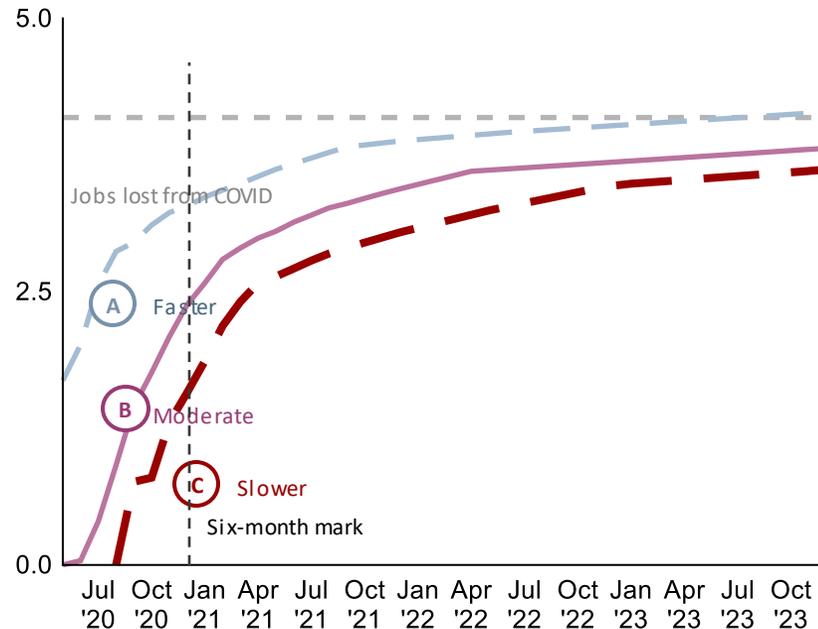
APPENDIX

STOCK CLERKS

/ PRELIMINARY

Labor market forecast

DC metropolitan division stock clerk occupational demand, K



Total jobs recovered
6-month recovery Beyond 6 months

3,224	919
2,089	1,724
1,303	2,313

Description

	Description
Demand	<ul style="list-style-type: none"> Some demand for stock clerks in the next six months and until 2023
Attainability	<ul style="list-style-type: none"> Stock clerks do not require much formal education (Zone 2), but require basic technology skills and comfort with data base softwares and spreadsheets
Pathway strength	<ul style="list-style-type: none"> Stock clerks wages are generally low and they do not have a clear pathway to career stability

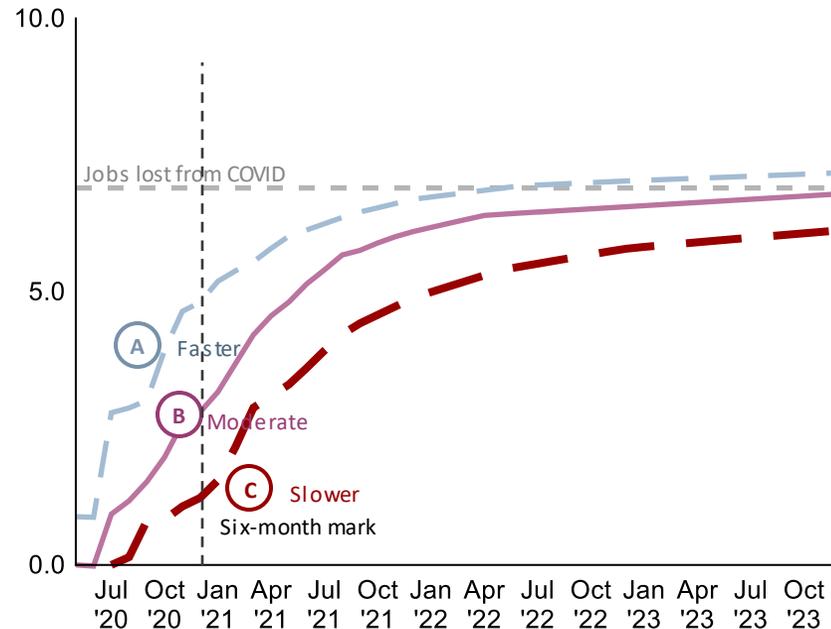
Note: Job losses indexed to moderate scenario; Stock Clerks include Retail Sales Stock Clerks, Laborers and Freight Movers, and Warehouse Stock Clerks

Source: BLS, BEA, DOES

Food prep recovery curve indicates ~2,600 jobs returning to the metropolitan region in the next six months and ~4,200 returning from then through 2023

Labor market forecast

DC metropolitan division food prep occupational demand, K



Total jobs recovered	
6-month recovery	Beyond 6 months
4,641	2,534
2,594	4,194
1,070	5,052

Description

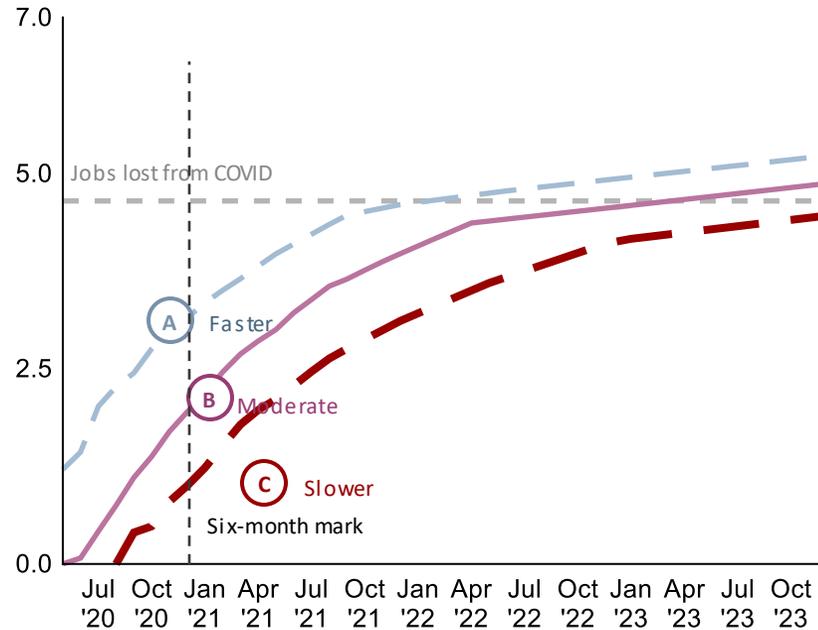
	Description
Demand	<ul style="list-style-type: none"> High demand for food service preparers in the next 6 months High long term demand for food service preparers
Attainability	<ul style="list-style-type: none"> Food service preparers do not require any formal education (Zone 1) but do require ability to interact with customers and teams
Pathway strength	<ul style="list-style-type: none"> Food service preparers have little mobility inside and outside of their industry; small portion are promoted to food service managers, but promotion requires additional expertise in technology and bookkeeping

Note: Job losses indexed to moderate scenario; Food Prep includes Food Preparation Workers and Combined Food Preparation and Serving Workers
 Source: BLS, BEA, DOES

Customer service rep. recovery curve indicates ~1,700 jobs returning to the metropolitan region in the next six months and ~3,200 returning from then through 2023

Labor market forecast

DC metropolitan division customer service rep. occupational demand, K



Total jobs recovered	
6-month recovery	Beyond 6 months
2,996	2,232
1,695	3,177
798	3,662

Description

	Description
Demand	<ul style="list-style-type: none"> Some demand for customer service reps in the next six months However, the supply of “experienced customer service reps” may outstrip demand until 2022
Attainability	<ul style="list-style-type: none"> Customer service reps require some education (Zone 2), but usually require comfort with technology including CRM and ERP softwares and strong communication skills
Pathway strength	<ul style="list-style-type: none"> Customer service representatives have limited pathways; they gain broadly marketable skills for roles in multiple industries but do not have a clear path to economic stability and frequently make little more than minimum wage

Note: Job losses indexed to moderate scenario
Source: BLS, BEA, DOES

Barista recovery curve indicates ~2,000 jobs returning to the metropolitan region in the next six months and ~1,800 returning from then through 2023

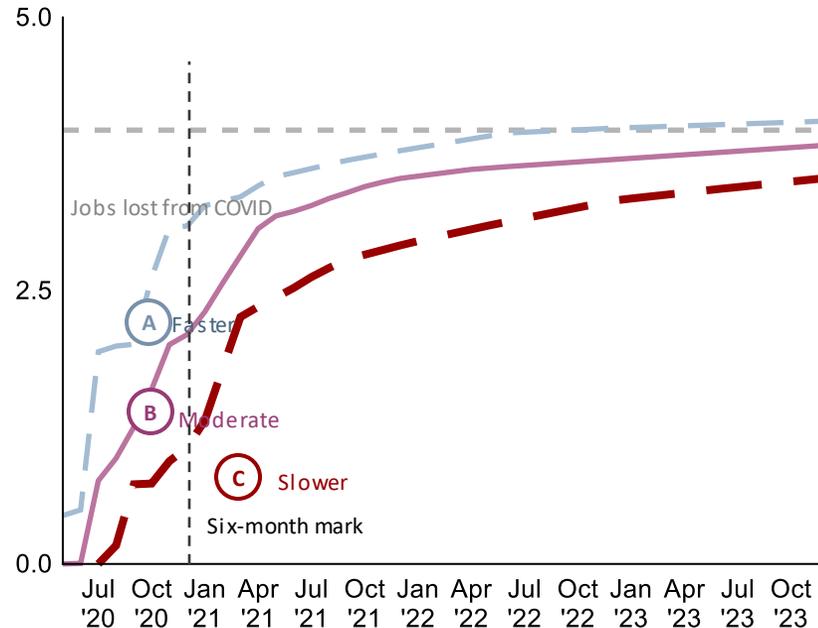
APPENDIX

BARISTA

/ PRELIMINARY

Labor market forecast

DC metropolitan division barista occupational demand, K



Total jobs recovered
6-month recovery Beyond 6 months

3,074	978
2,006	1,825
940	2,591

Description

	Description
Demand	<ul style="list-style-type: none"> Some demand for baristas in the next six months However, the supply of “baristas” may outstrip demand through much of 2022
Attainability	<ul style="list-style-type: none"> Baristas do not require formal education (Zone 1), but usually require basic digital, numeracy and literacy in addition to customer service skills
Pathway strength	<ul style="list-style-type: none"> Baristas have limited pathways; they often gain communication and some food handling skills but do not have a clear path to a family-sustaining income

Note: Job losses indexed to moderate scenario; Baristas includes Counter Attendants

Source: BLS, BEA, DOES

Receptionist recovery curve indicates ~1,100 jobs returning to the metropolitan region in the next six months and ~3,000 returning from then through 2023

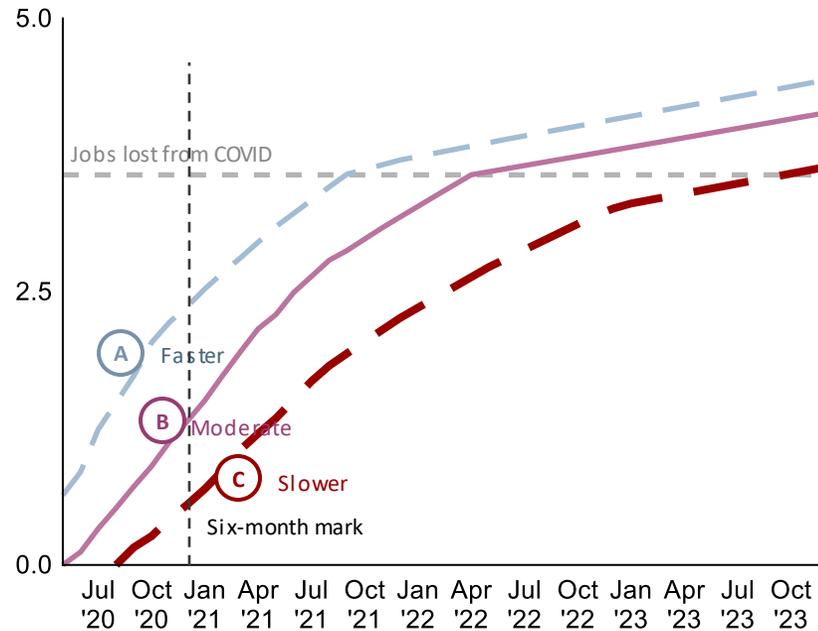
APPENDIX

RECEPTIONIST

/ PRELIMINARY

Labor market forecast

DC metropolitan division receptionist occupational demand, K



Total jobs recovered	
6-month recovery	Beyond 6 months
2,220	2,218
1,125	3,012
420	3,221

Description

	Description
Demand	<ul style="list-style-type: none"> Some demand for receptionists in the next six months High demand for receptionists through 2023
Attainability	<ul style="list-style-type: none"> Receptionists do not require formal education (Zone 2), but they require digital literacy and strong interpersonal, customer service skills
Pathway strength	<ul style="list-style-type: none"> Receptionists make just over the DC minimum wage and do not have a specific “career trajectory”; Experience can help them find a wide range of other entry-level positions across industries, but may not translate to a self-sustaining income

Note: Job losses indexed to moderate scenario

Source: BLS, BEA, DOES

Dental assistant recovery curve indicates ~900 jobs returning to the metropolitan region in the next six months and ~1,500 returning from then through 2023

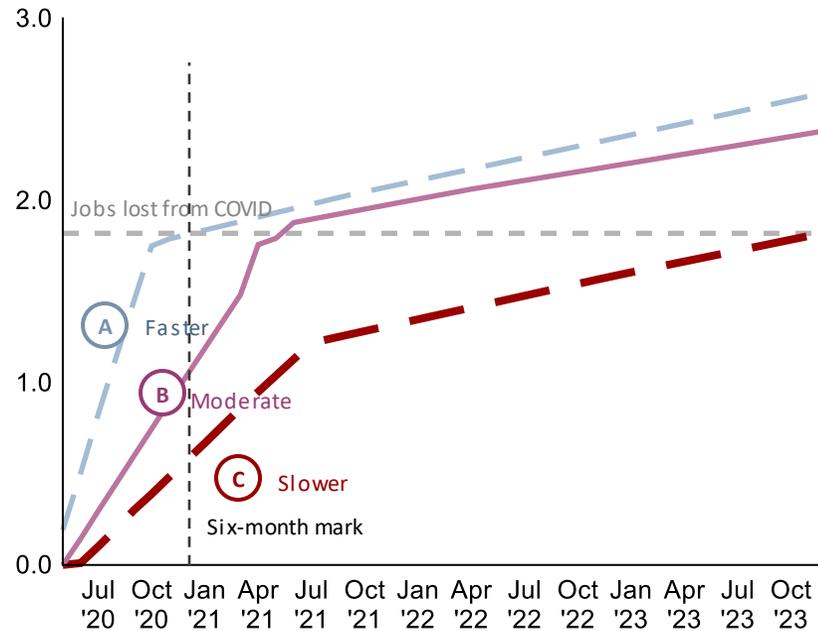
APPENDIX

DENTAL ASST.

/ PRELIMINARY

Labor market forecast

DC metropolitan division dental asst. occupational demand, K



Total jobs recovered
6-month recovery Beyond 6 months

1,790	804
896	1,488
484	1,342

Description

	Description
Demand	<ul style="list-style-type: none"> Lower demand for dental assistants in the next 6 months Medium long-term demand for dental assistants may greatly outstrip supply
Attainability	<ul style="list-style-type: none"> Dental assistants require formal education (Zone 3); they must pass exam to receive DANB certification but can obtain knowledge to pass certification through formal education or on-the-job training
Pathway strength	<ul style="list-style-type: none"> Dental assistants have limited pathways without additional training, but they can shift into other medical fields; average salary is above a living wage but is not a “family-sustaining” income

Note: Job losses indexed to moderate scenario

Source: BLS, BEA, DOES

Childcare worker recovery curve indicates ~900 jobs returning to the metropolitan region in the next six months and ~1,700 returning from then through 2023

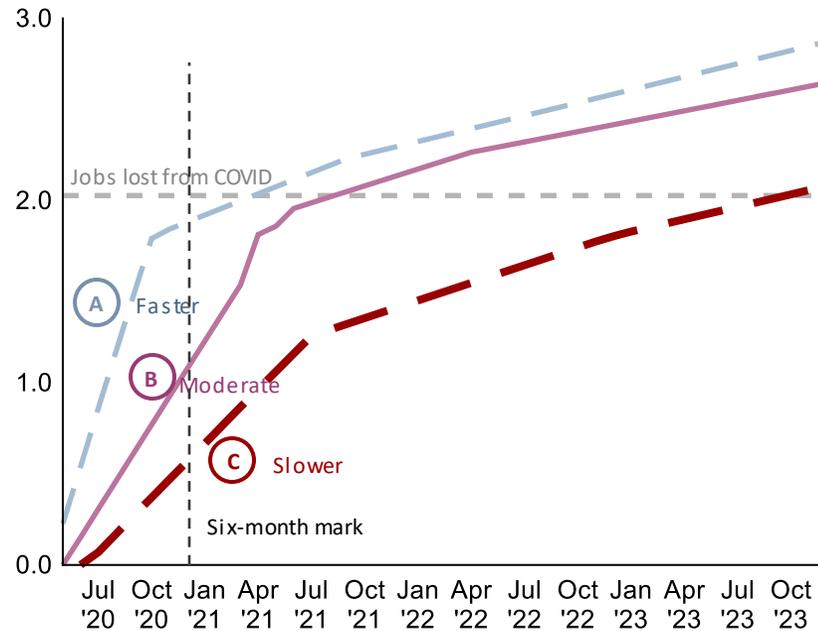
APPENDIX

CHILDCARE WORKERS

/ PRELIMINARY

Labor market forecast

DC metropolitan division childcare worker occupational demand, K



Total jobs recovered	
6-month recovery	Beyond 6 months
1,843	1,029
924	1,722
469	1,611

Description

	Description
Demand	<ul style="list-style-type: none"> Lower demand for dental assistants in the next 6 months Medium-long-term demand may greatly outstrip supply
Attainability	<ul style="list-style-type: none"> Childcare workers do not require formal education (Zone 2), although some providers may prefer previous on-the-job experience, classroom or certifications
Pathway strength	<ul style="list-style-type: none"> Childcare workers have limited pathways without additional training, but they can shift into other teaching or personal aide with additional training; they make above DC minimum wage but below other living wage calculators

Note: Job losses indexed to moderate scenario

Source: BLS, BEA, DOES

Nursing asst. recovery curve indicates ~300 jobs returning to the metropolitan region in the next six months and ~600 returning from then through 2023

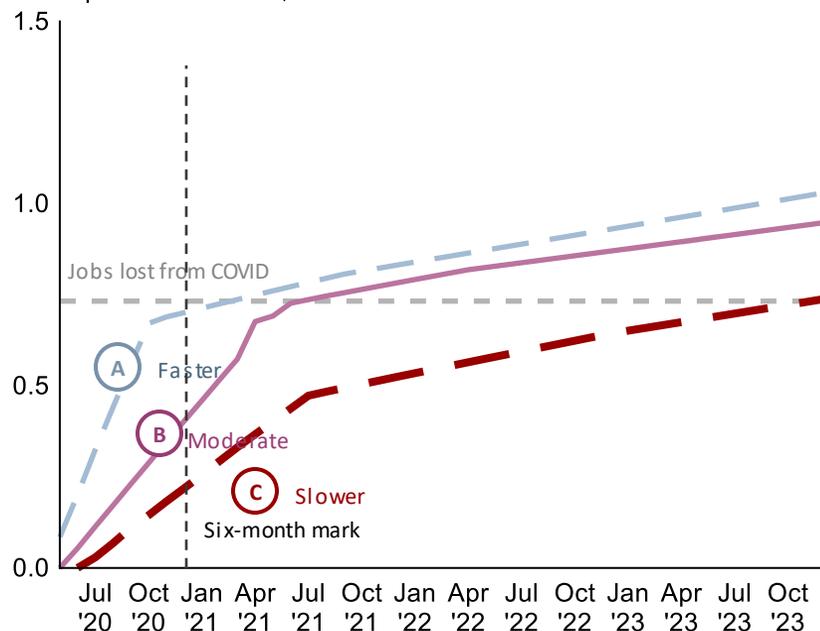
APPENDIX

NURSING ASST.

/ PRELIMINARY

Labor market forecast

DC metropolitan division nursing asst. occupational demand, K



Total jobs recovered
6-month recovery Beyond 6 months

689	341
346	601
183	555

Description

	Description
Demand	<ul style="list-style-type: none"> Relatively less demand for nursing assistants in next 6 months Relatively less demand for nursing assistants through 2023
Attainability	<ul style="list-style-type: none"> Nursing assistants do not require formal education (Zone 2), but do require digital literacy and ability to perform simple medical tasks (e.g. take and record vitals)
Pathway strength	<ul style="list-style-type: none"> Nursing assistants have limited pathways without additional training, but they can shift into other teaching or personal aide with additional training; they make above DC minimum wage but below other living wage calculators

Note: Job losses indexed to moderate scenario

Source: BLS, BEA, DOES

Medical secretary recovery curve indicates ~600 jobs returning to the metropolitan region in the next six months and ~1,100 returning from then through 2023

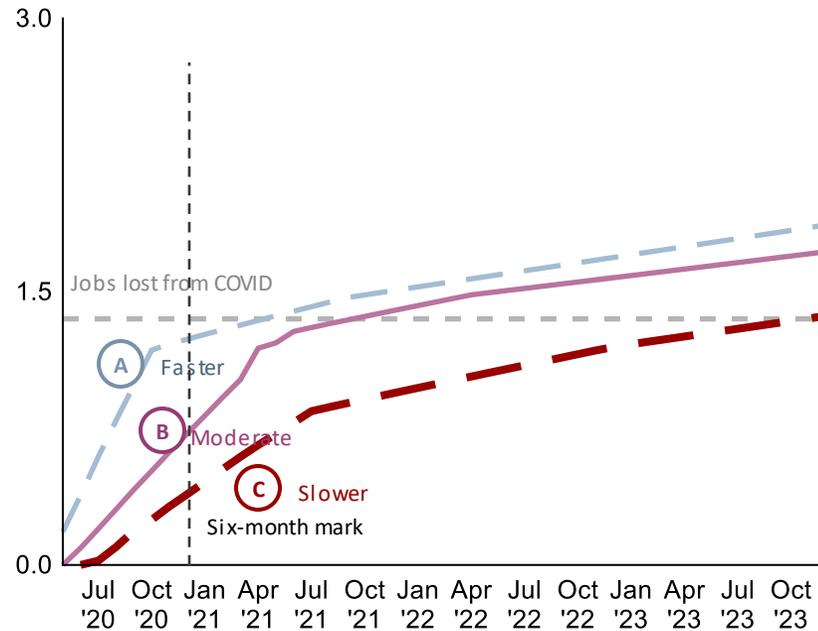
APPENDIX

MEDICAL SECRETARY

/ PRELIMINARY

Labor market forecast

DC metropolitan division medical secretary occupational demand, K



Note: Job losses indexed to moderate scenario

Source: BLS, BEA, DOES

Description

	Description
Demand	<ul style="list-style-type: none"> Little demand for medical secretaries in the next 6 months Some medium long-term demand for medical secretaries that may outstrip demand
Attainability	<ul style="list-style-type: none"> Medical secretaries require formal education (Zone 3); they require a certification from an accredited vocational school or an associates degree
Pathway strength	<ul style="list-style-type: none"> Medical secretaries have limited pathways without additional training, but they can shift into other medical fields; average salary is above a living wage but is not a “family-sustaining” income

Medical asst. recovery curve indicates ~600 jobs returning to the metropolitan region in the next six months and ~1,100 returning from then through 2023

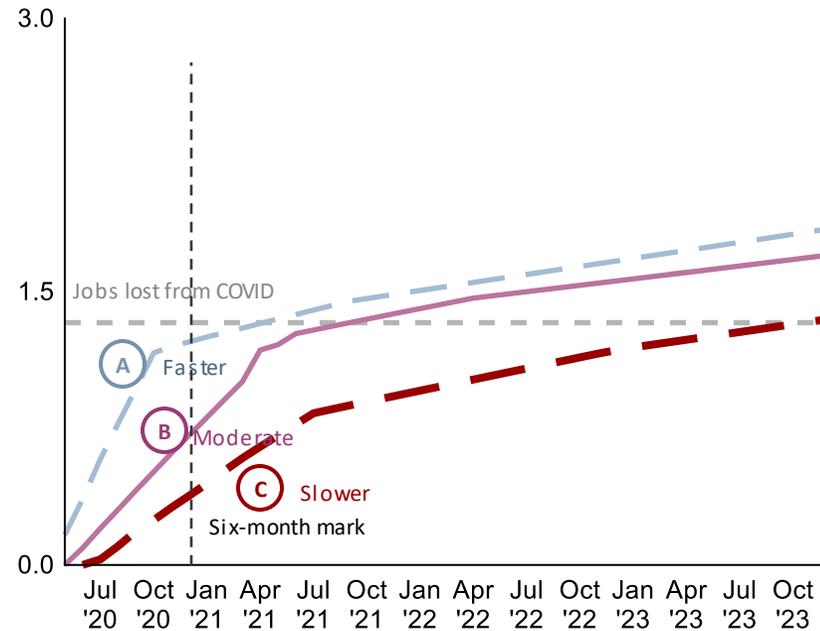
APPENDIX

MEDICAL ASST.

/ PRELIMINARY

Labor market forecast

DC metropolitan division medical asst. occupational demand, K



Note: Job losses indexed to moderate scenario

Source: BLS, BEA, DOES

Description

	Description
Demand	<ul style="list-style-type: none"> Little demand for assistants in the next 6 months Some medium long-term demand for medical assistants that may outstrip demand
Attainability	<ul style="list-style-type: none"> Medical assistants require formal education (Zone 3); they require a certification from an accredited vocational school or an associates degree
Pathway strength	<ul style="list-style-type: none"> Medical assistants have limited pathways without additional training, but they can shift into other medical fields; average salary is above a living wage but is not a “family-sustaining” income

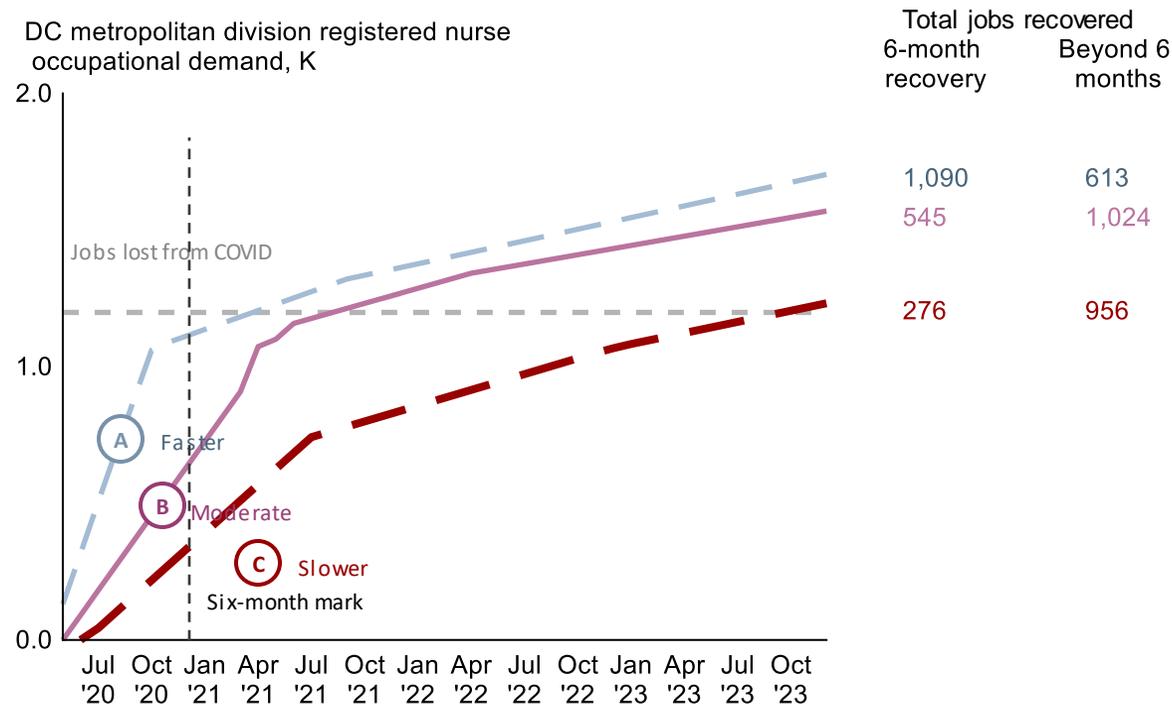
Registered nurse recovery curve indicates ~500 jobs returning to the metropolitan region in the next six months and ~1,000 returning from then through 2023

APPENDIX

REGISTERED NURSE

/ PRELIMINARY

Labor market forecast



Note: Job losses indexed to moderate scenario
Source: BLS, BEA, DOES

Description

	Description
Demand	<ul style="list-style-type: none"> Little demand for registered nurses in the next 6 months Some medium long-term demand for registered nurses may outstrip demand
Attainability	<ul style="list-style-type: none"> Registered nurses require formal training (Zone 3); they require a diploma from an accredited associates or bachelor's program and they must pass the National Council Licensure Examination
Pathway strength	<ul style="list-style-type: none"> Registered nurses occupation has strong pathway; average salary meets threshold for "family-sustaining" income for 2 children

Dental hygienist recovery curve indicates ~400 jobs returning to the metropolitan region in the next six months and ~700 returning from then through 2023

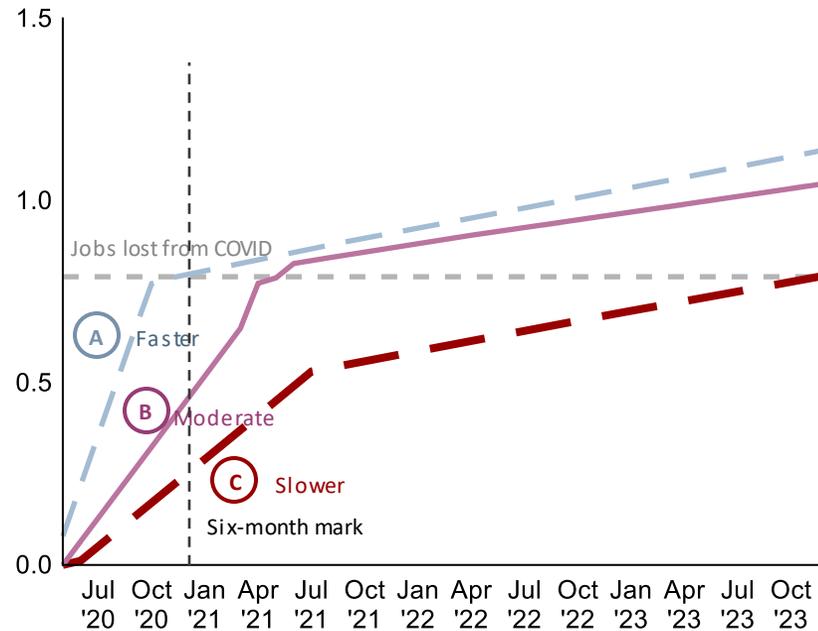
APPENDIX

DENTAL HYGIENIST

/ PRELIMINARY

Labor market forecast

DC metropolitan division dental hygienist occupational demand, K



Total jobs recovered
6-month recovery Beyond 6 months

787	353
389	659
211	584

Description

	Description
Demand	<ul style="list-style-type: none"> Relatively low demand for dental hygienists in the next 6 months Relatively low demand for dental hygienists through 2023 but demand may outstrip supply
Attainability	<ul style="list-style-type: none"> Dental hygienists require formal education (Zone 3); they require an associates degree in dental hygiene
Pathway strength	<ul style="list-style-type: none"> Dental hygienists have strong pathways; they are a high demand field and the average salary above a “family-sustaining” income for two children

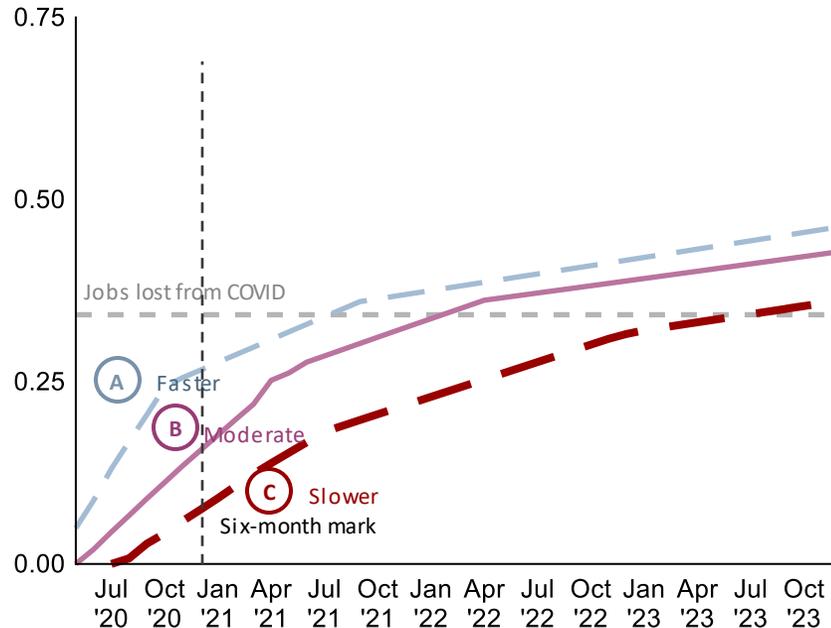
Note: Job losses indexed to moderate scenario

Source: BLS, BEA, DOES

Medical records and health information technician recovery curve indicates ~100 jobs returning to the metropolitan region in the next six months and ~300 returning from then through 2023

Labor market forecast

DC metropolitan division medical records and health IT occupational demand, K



Total jobs recovered
6-month recovery Beyond 6 months

256	207
134	294
59	303

Description

	Description
Demand	<ul style="list-style-type: none"> Relatively low demand for records and health IT professionals in the next 6 months Relatively low demand for records and IT professionals through 2023 but demand may outstrip supply
Attainability	<ul style="list-style-type: none"> Records and Health It professionals require formal education (Zone 3); they require an associates degree in dental hygiene
Pathway strength	<ul style="list-style-type: none"> Records and Health It professionals have limited pathway options outside of records and health IT; they are a high demand field and the average salary above a living wage but below a family-sustaining income with children

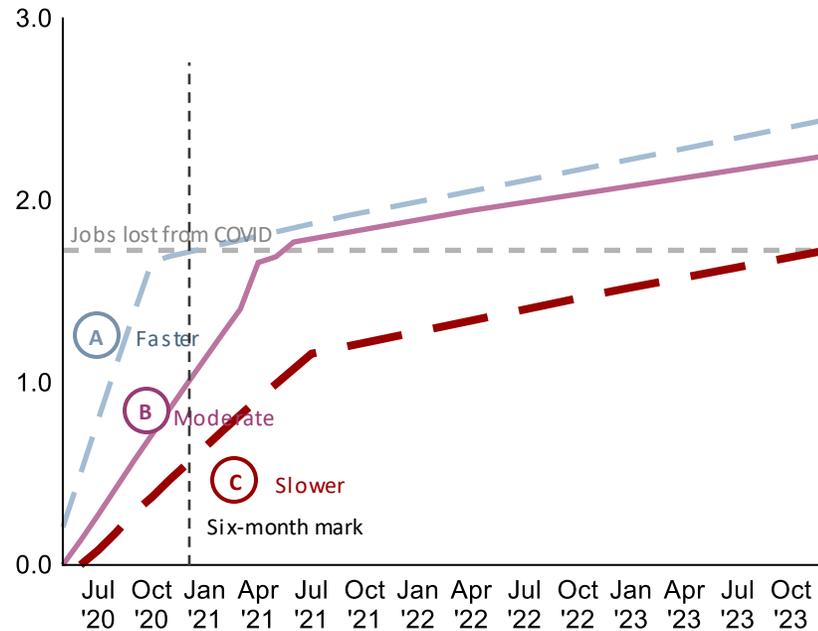
Note: Job losses indexed to moderate scenario

Source: BLS, BEA, DOES

Home health aide recovery curve indicates ~900 jobs returning to the metropolitan region in the next six months and ~1,400 returning from then through 2023

Labor market forecast

DC metropolitan division home health aide occupational demand, K



Total jobs recovered
6-month recovery Beyond 6 months

1,694	751
854	1,392
466	1,261

Description

	Description
Demand	<ul style="list-style-type: none"> Relatively low demand for home health aides in the next 6 months Medium demand through 2023 but demand may outstrip supply
Attainability	<ul style="list-style-type: none"> Home health aides do not require formal education (Zone 2) but they must pass a certification exam (that can be completed after they have started working)
Pathway strength	<ul style="list-style-type: none"> Home health aides have limited pathways; they are unmay switch fields without additional training and make just above DC minimum wage, below living wage calculation for DC living wage for a single person

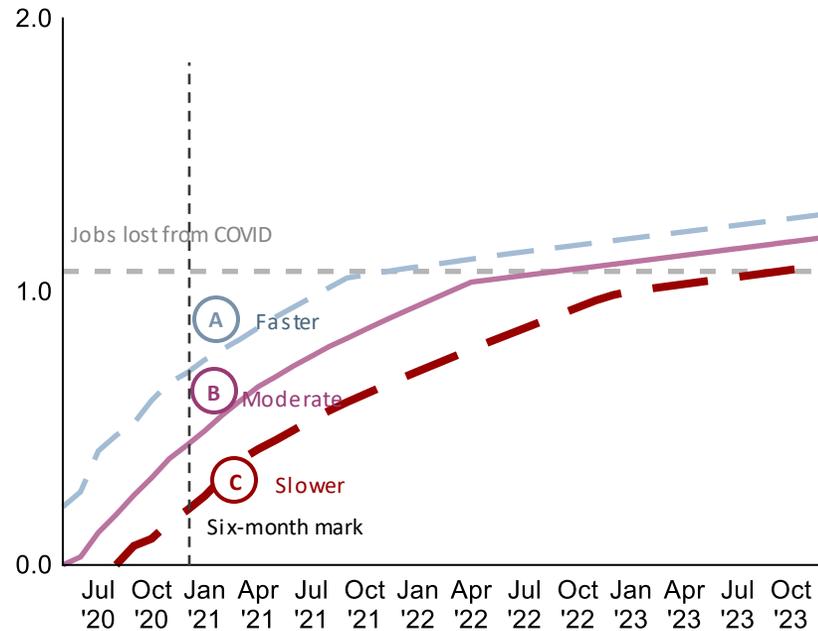
Note: Job losses indexed to moderate scenario

Source: BLS, BEA, DOES

Delivery services recovery curve indicates ~400 jobs returning to the metropolitan region in the next six months and ~800 returning from then through 2023

Labor market forecast

DC metropolitan division delivery services occupational demand, K



Total jobs recovered
6-month recovery Beyond 6 months

667	618
389	810
156	941

Description

	Description
Demand	<ul style="list-style-type: none"> Relatively low demand for delivery services in the next 6 months Relatively low demand for delivery services through 2023 but demand may outstrip supply
Attainability	<ul style="list-style-type: none"> Delivery personnel do not require formal training (Zone 1) but they do require basic digital literacy (e.g. tracking programs)
Pathway strength	<ul style="list-style-type: none"> Delivery people do not have strong pathways; there are few pathways to promotion and the average salary is above minimum wage but below living wage calculation for DC a living wage

Note: Job losses indexed to moderate scenario

Source: BLS, BEA, DOES

Desk clerk recovery curve indicates ~500 jobs returning to the metropolitan region in the next six months and ~4,200 returning from then through 2023

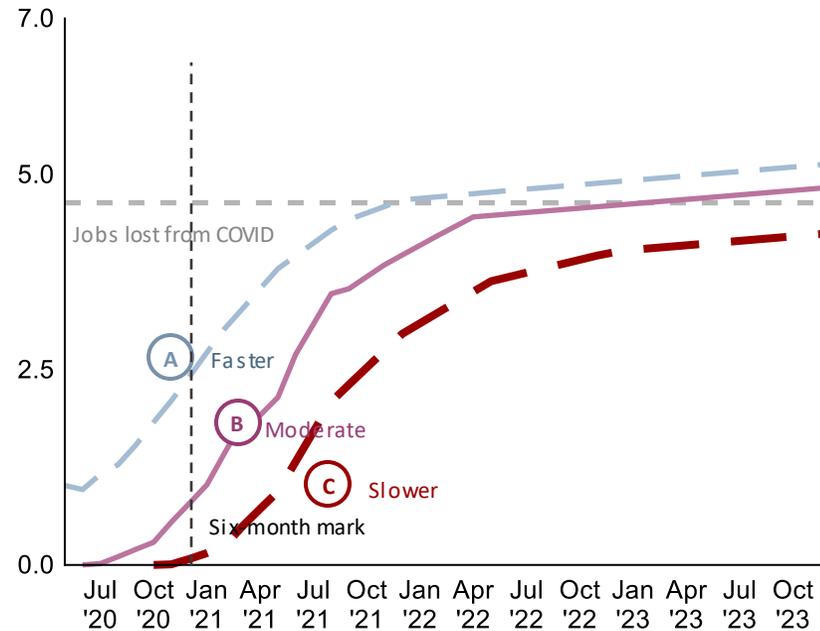
APPENDIX

DESK CLERK

/ PRELIMINARY

Labor market forecast

DC metropolitan division desk clerk occupational demand, K



Total jobs recovered
6-month recovery Beyond 6 months

2,104	3,031
549	4,285
8	4,238

Description

	Description
Demand	<ul style="list-style-type: none"> Relatively low demand for desk clerks in the next 6 months High demand for desk clerks through 2023
Attainability	<ul style="list-style-type: none"> Desk clerks do not require formal education (Zone 2) but they do require literacy, numeracy and digital familiarity (e.g. database and spreadsheet familiarity)
Pathway strength	<ul style="list-style-type: none"> Desk clerks can have relatively strong pathways; some hotel groups value them highly and have pathways to promotions; they make above minimum wage but below living wage calculation for DC a living wage

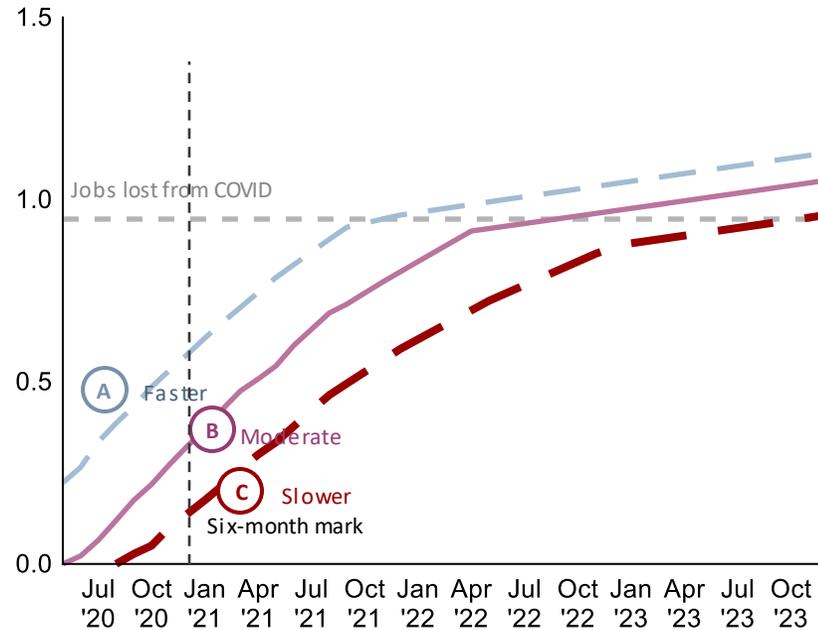
Note: Job losses indexed to moderate scenario; Desk Clerks includes both Hotel Desk Clerks and Hotel Concierges

Source: BLS, BEA, DOES

Tour guide recovery curve indicates ~300 jobs returning to the metropolitan region in the next six months and ~800 returning from then through 2023

Labor market forecast

DC metropolitan division tour guide occupational demand, K



Total jobs recovered
6-month recovery Beyond 6 months

531	597
273	780
100	857

Description

	Description
Demand	<ul style="list-style-type: none"> Relatively low demand for tour guides in the next 6 months Relatively low demand for tour guides 2023 but demand may outstrip supply
Attainability	<ul style="list-style-type: none"> Tour guides require formal education (Zone 3); level of formal education varies widely based on type of tour – from on-the-job learning and associates degrees to PhDs
Pathway strength	<ul style="list-style-type: none"> Tour guides do not have strong pathways; the average salary is above minimum wage but below living wage calculation for DC

Note: Job losses indexed to moderate scenario

Source: BLS, BEA, DOES

Dishwasher recovery curve indicates ~1,200 jobs returning to the metropolitan region in the next six months and ~2,800 returning from then through 2023

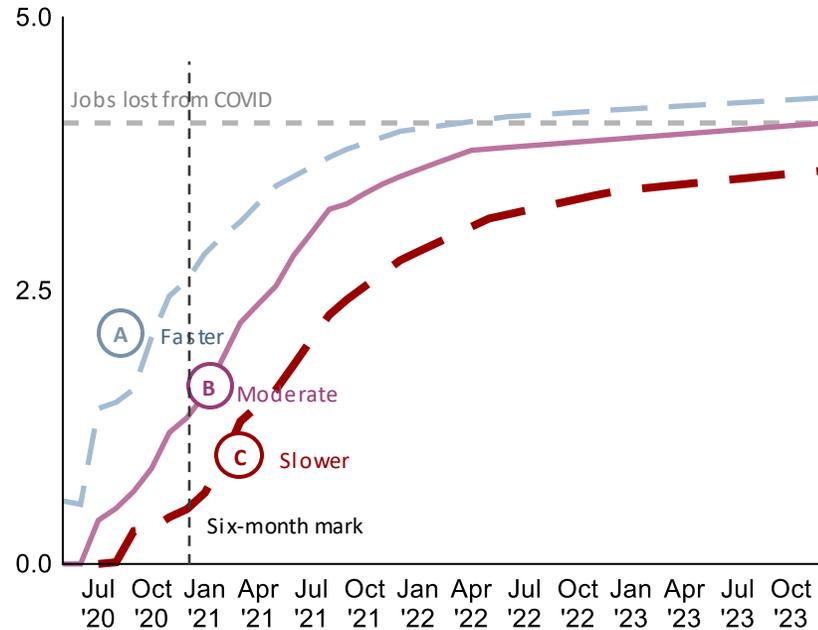
APPENDIX

DISHWASHERS

/ PRELIMINARY

Labor market forecast

DC metropolitan division dishwasher occupational demand, K



Total jobs recovered	
6-month recovery	Beyond 6 months
2,451	1,815
1,202	2,833
427	3,175

Description

	Description
Demand	<ul style="list-style-type: none"> High demand for dishwashers in the next 6 months High demand through 2023 but supply may outstrip demand
Attainability	<ul style="list-style-type: none"> Dishwashers do not require any formal education (Zone 1) but may require understanding of food safety rules
Pathway strength	<ul style="list-style-type: none"> Dishwashers do not have strong pathways; the average salary is above minimum wage but below living wage calculation for DC

Note: Job losses indexed to moderate scenario
Source: BLS, BEA, DOES

Host and hostess recovery curve indicates ~1,700 jobs returning to the metropolitan region in the next six months and ~2,200 returning from then through 2023

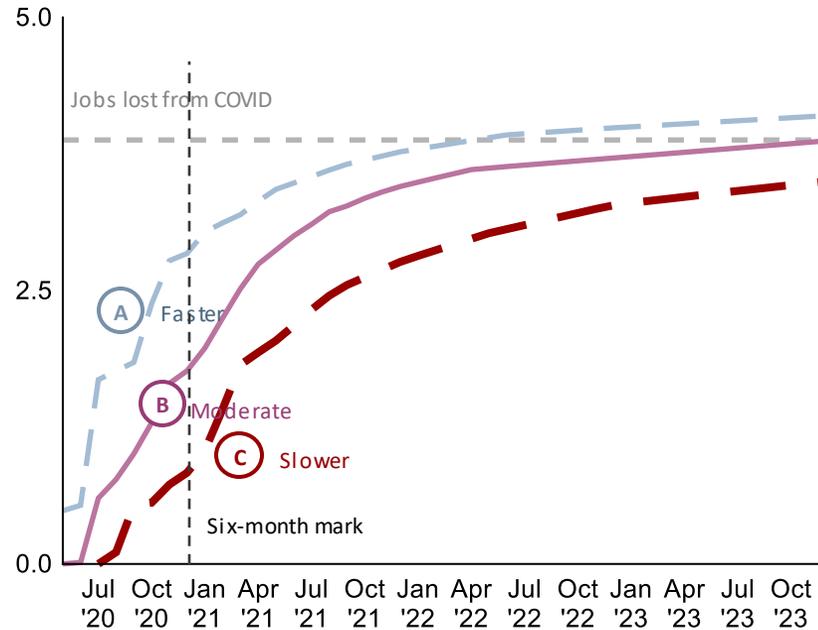
APPENDIX

HOST AND HOSTESS

/ PRELIMINARY

Labor market forecast

DC metropolitan division host and hostess occupational demand, K



	Total jobs recovered 6-month recovery	Beyond 6 months
	2,774	1,327
	1,652	2,219
	726	2,775

Description

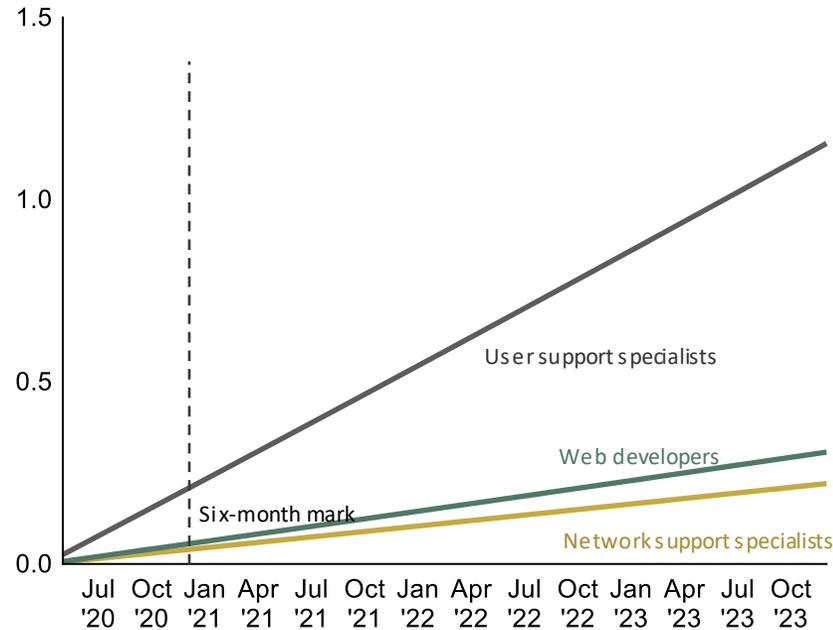
	Description
Demand	<ul style="list-style-type: none"> High demand for hosts and hostesses in the next 6 months High demand through 2023 but supply may outstrip demand
Attainability	<ul style="list-style-type: none"> Hosts and hostesses do not require formal training (Zone 2) but they do require basic digital literacy and a strong customer service orientation
Pathway strength	<ul style="list-style-type: none"> Hosts and hostesses do not have very strong pathways; there are few pathways to promotion but experience can be considered relevant in many other fields; the average salary is above minimum wage but below living wage calculation for DC a living wage

Note: Job losses indexed to moderate scenario
Source: BLS, BEA, DOES

Computer occupation growth forecasts indicate ~300 jobs entering the metropolitan region in the next six months and ~1,400 entering from then through 2023

Labor market forecast

DC metropolitan division specific computer occupation occupational demand, K



Total jobs recovered
6-month recovery Beyond 6 months

Description

	Description
Demand	<ul style="list-style-type: none"> Relatively low demand in the next 6 months Significant demand growth through 2023 and demand likely to outstrip supply
Attainability	<ul style="list-style-type: none"> Computer occupations require formal training (Zones 3-4); they frequently require vocational training and some may require a bachelor's or associates degree
Pathway strength	<ul style="list-style-type: none"> Computer occupations have strong pathways; there many pathways to promotion and the average salary is above the living wage calculation for DC a living wage and family-sustaining income for two children

Note: Occupational demand calculated using DOES 2016-2026 long-term occupational growth rates

Source: BLS, BEA, DOES



Workforce Development & Recovery

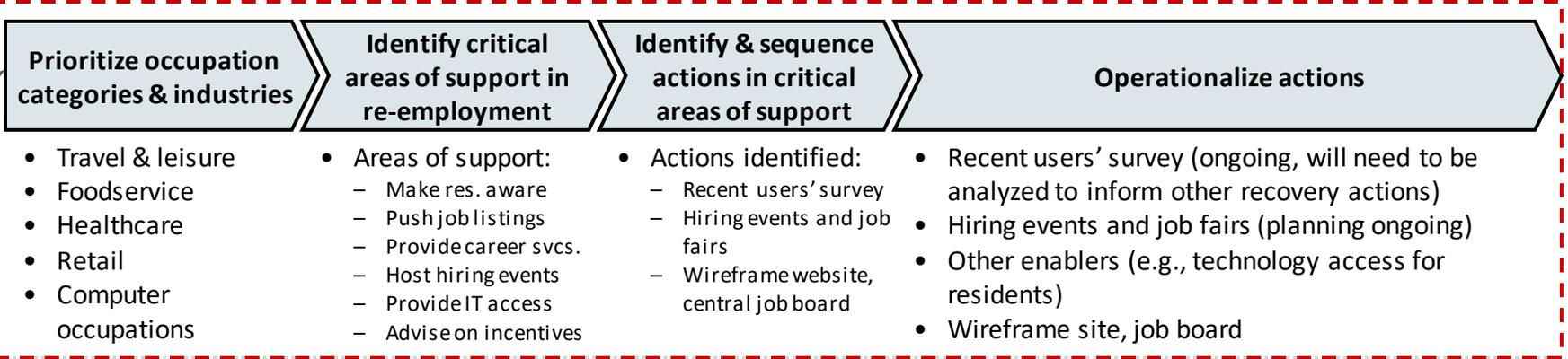
Workforce recovery compendium
July 2020

Workforce Recovery and Development Framework

DELIVERABLES

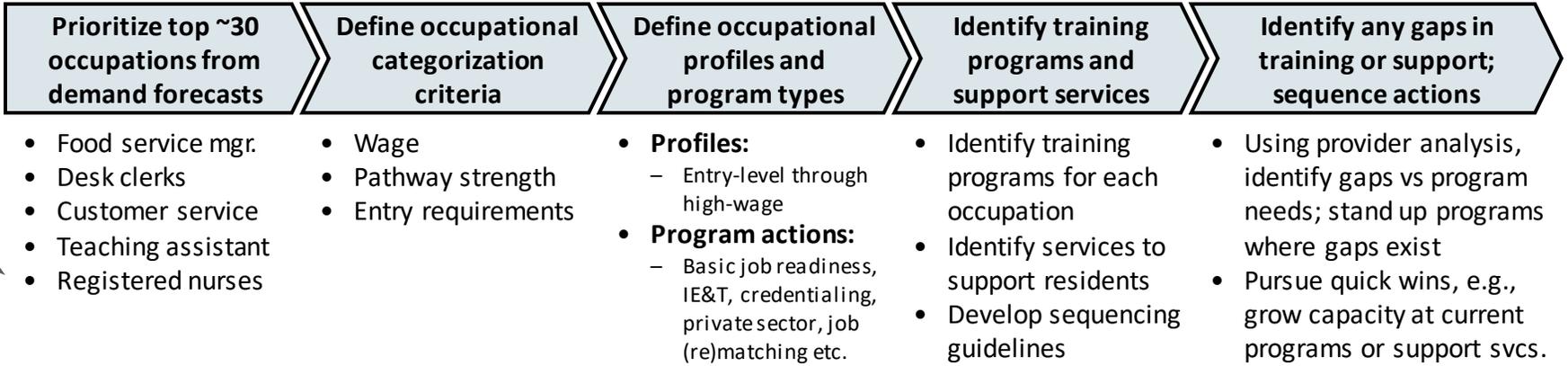
Focus of this deck

Workforce recovery



Industry & occupational demand forecasts

Workforce development



A G E N D A

Prioritize occupation categories & industries

Identify critical areas of support in re-employment

Identify and sequence actions in critical areas of support

Operationalize actions

Appendix

The actions that can serve occupations and industries with the highest near-term demand and attainability should be prioritized

PRIORITIZED OCCUPATIONS

/ PRELIMINARY

	<u>Foodservice</u>		<u>Retail</u>		<u>Travel and Leisure</u>		<u>Healthcare</u>		<u>Computer occupations</u>	
	<i>Occupation</i>	<i>Demand</i>	<i>Occupation</i>	<i>Demand</i>	<i>Occupation</i>	<i>Demand</i>	<i>Occupation</i>	<i>Demand</i>	<i>Occupation</i>	<i>Demand</i>
Zone 1	Food prep.	~2.5k							Recommended occupations	
	Café attendant	~2.0k								
	Dishwasher	~1.0k								
	Barista	~1.5k								
	Counter attndt.	~0.5k								
Zone 2	Server	~10.0k	Salespeople	~6.0k	Janitor/Cleaner	~2.5k	Home health aide	~1.0k		
	Cook	~6.5k	Cashier	~4.5k	Security Guard	~2.0k	Childcare worker	~1.0k		
	Bartender	~5.5k	Stock clerk	~2.0k	Desk clerk	~0.5k	Nursing assistant	~0.3k		
	Food service mngr.	~3.0k	Cust. Serv.	~1.5k			Receptionist	~1.0k		
	Host / hostess	~1.5k	Delivery svcs.	~0.4k						
Zone 3					Tour guides	~0.3k	Dental assistant	~1.0k	Computer user	~0.02k
							Medical secretary	~0.5k	support specialist	
							Medical assistant	~0.5k	Web developer	~0.1k
							Registered nurse	~0.5k		
							Dental hygienist	~0.4k		
							Records and IT	~0.1k		
Zone 4					Security Manager	~0.2k			Comp. network	~0.05k
									support specialist	
Zone 5										

See "Forecasting Handoff and Compendium" deck for more information on forecasts

Note: Occupations listed under their 'primary' industry, but demand growth could be attributed to multiple industry recoveries (e.g., 'Cashier' occupation exists primarily in Retail, while its total recovery is also impacted by recovery in other industries)
 Source: DOES; BLS; BEA, ONET

A G E N D A

Prioritize occupation categories & industries

Identify critical areas of support in re-employment

Identify and sequence actions in critical areas of support

Operationalize actions

Appendix

We started from understanding the typical re-employment process for DC residents (who don't require or choose additional education or certifications)

CRITICAL AREAS OF SUPPORT

/ NOT EXHAUSTIVE / PRELIMINARY

Resident LOSES job



- File for unemployment

Resident SEEKS job



- Search job boards
- Attend job fairs
- Use career coach or auxiliary training

Resident APPLIES for jobs



- Compile resumes or applications
- Submit applications

Resident GETS job



- Prepare for and participate in interviews or job placement process

Resident steps

Key employer interaction

- Participate in job fairs

- Review candidates based on business need

- Consider hiring incentives

In workforce recovery (job re-matching), we aligned on 6 critical areas of support in the re-employment process that the workforce system does today

CRITICAL AREAS OF SUPPORT

/ PRELIMINARY



Resident **LOSES** job



Resident **SEEKS** jobs



Resident **APPLIES** for jobs



Resident **GETS** job

Support for DC residents

- i Make resident aware:**
 - Job boards
 - Upcoming events
 - Coaching supports
 - Skills gaps programs

- ii Push listings to residents based on skill requirements**
- iii Provide career coaching, awareness for transitioning residents**
 - Advise on education opps. for career transition

- v Provide IT access and resources (e.g., computers, printing, WiFi)**
 - Provide application building support
 - Basic on-the-job training workshops

- Provide interviewing support

Support for employers

- Co-create job descriptions based on employers' needs

- iv Host job fairs for employers and candidates**
 - Co-create & distribute marketing materials

- Recommend high-potential applicants

- vi Advise on hiring incentives that are available**

Additional actions can be found in the appendix

A G E N D A

Prioritize occupation categories & industries

Identify critical areas of support in re-employment

Identify and sequence actions in critical areas of support

Operationalize actions

Appendix

We identified three actions – beyond what we already do – to focus our efforts and resources to address critical areas of support in the re-employment process

ACTIONS IDENTIFICATION

Additional actions can be found in the appendix

/ PRELIMINARY

Actions	Rationale; areas of support addressed	Resource type required
<p>(A) Recent users survey: Launch a recent users’ survey to understand and identify:</p> <ul style="list-style-type: none"> – What services were used/most helpful, as well as overall awareness levels – Areas to improve communication, awareness, and resource utilization – <i>Potentially augmented by:</i> interviews with community leaders or CBOs if residents don’t have digital access and can’t respond 	<ul style="list-style-type: none"> • Rationale: <ul style="list-style-type: none"> – Operationalize findings about most effective/utilized services (agencies signaled willingness to participate) • Areas of support: <ul style="list-style-type: none"> – Make residents aware 	<ul style="list-style-type: none"> • IT support (coding, fielding) • Agency time to write and analyze • Cross-agency collaboration
<p>(B) Central job board: Fund and build a central, District-level online job board for AJC or other providers that:</p> <ul style="list-style-type: none"> – Markets job openings to residents on a highly-visible job matching platform – Cross-references candidates and job listings based on pre-existing skills of candidates and required skills of job listings from employers – Includes and is predicated on employer involvement based on their needs, as a one-stop shop employers can go to list postings 	<ul style="list-style-type: none"> • Rationale: <ul style="list-style-type: none"> – Single-platform interface can work now and in the future for both residents and employers to streamline job matching • Areas of support: <ul style="list-style-type: none"> – Make residents aware – Push job listings 	<ul style="list-style-type: none"> • Funding (likely contracted) • Time to develop • Employer requirements • Cross-agency collaboration • Candidate and job skills identification
<p>(C) Job fairs: Organize and run several District-level job fairs in the next 2-4 months focused on returning occupations, that:</p> <ul style="list-style-type: none"> – Focus on priority occupations and industries projected to recover in the next 6 months – Have strong employer engagement and participation – Are hosted within priority Wards or other geographies (for in-person) – Are hosted virtually using best practices gathered by DOES 	<ul style="list-style-type: none"> • Rationale: <ul style="list-style-type: none"> – Quickly match residents (esp. in vulnerable geographies) at scale to in-demand occupations • Areas of support: <ul style="list-style-type: none"> – Host job fairs 	<ul style="list-style-type: none"> • Funding • Employer participation • IT support (for virtual) • Host site (for in-person) • Cross-agency collaboration • Marketing support

A G E N D A

Prioritize occupation categories & industries

Identify critical areas of support in re-employment

Identify and sequence actions in critical areas of support

Operationalize actions

Appendix

Next steps on the survey of recent job seekers

A OPERATIONALIZING ACTIONS

/ PRELIMINARY

Relationship to broader recovery effort

Suggested process owners (*TBC*)

- **Incorporating edits to survey draft:** DOES / OSO
- **Stakeholder validation:** WIC
- **Updating survey coding:** Possibly OCTO
- **Translating:** Possibly DME office
- **Dissemination/communication:** DOES
- **Analysis:** TBC, possibly DME office, OCTO, or DOES

Tentative timing

- 1.5 – 2 weeks to **align survey draft** among stakeholders
- ~1 week to **translate and update the coding** of the survey
- ~1 – 1.5 weeks to **field** survey online and gather digital responses
- Once initial responses come in, **data analysis** can occur and continue as the survey is closed

- **Targeting and serving the most vulnerable populations:** getting data on expanded IT and virtual service offerings, and job readiness and matching services
- **Hiring events and job fairs:** informing how job seekers become aware of and use job fairs
- **Creation of a central job board:** identifying what gaps exist between existing re-employment resources and a centralized job board

Two immediate activities can inform whether or not the DC workforce system should pursue a centralized job board with job-matching functionality

/ PRELIMINARY

B OPERATIONALIZING ACTIONS

Building a light touch wireframe website

- *Description:* Create a **central landing page** with links to existing job search and career resources maintained by the District and partners
- *Goal:* Increase ease of use and access to existing job search resources

Validating go/no-go decision criteria

- *Description:* Assess **metrics** across current job seeker sentiment and operational considerations
- *Goal:* Decide whether or not to develop a **bespoke central job board** (akin to something like Say Yes to Dallas)

Creation of a centralized job board resource

- *Description:* If wireframe website is successful and additional go/no-go criteria are validated, develop a **new job seeker resource building off of the wireframe site**
- *Goal:* Streamline **job matching services** for residents

What a light touch, wireframe site maintained by the DC workforce system could look like

B OPERATIONALIZING ACTIONS

/ PRELIMINARY

Current system



- There are several District-maintained job search resources, resulting in **disaggregated information** that is not streamlined for residents or employers
- Current stakeholders (DOES/AJC/LEAP) have difficulty **linking job requirements** with source participants
- A lightweight wireframe site can work for both **residents** and **employers** to increase ease of use and access of existing support programs

Wireframe goals



- Provide a **central landing page** (aligned with DC Works) that converts more visitors to users of the District's employment resources
- Improve **user experience** and **site navigation** to connect residents with catered employment databases
- Include branded **aggregated information** that will foster an effective understanding of the District's capabilities and advance common goals

Design features



- **Information availability**
 - Aggregates job search sources from all relevant DC government agencies and third parties
 - Includes descriptions of links to orient user
- **User interface and experience**
 - Clear link between central DC COVID-19 page and purpose of site (e.g., "Need help finding a job?")
 - Wireframe with a mobile and desktop version
- **Back end requirements**
 - Convertible format if more functionality added later

Decision criteria can inform a go/no-go decision on pursuing the development of a central job board beyond the wireframe site

B OPERATIONALIZING ACTIONS



/NON-EXHAUSTIVE / PRELIMINARY

Informed by recent job seeker survey, but important to consider the feedback of other stakeholders as well

Consideration

Current user metrics

Operational considerations

Feedback from future wireframe site users

Decision criteria

Factors favoring a “go” decision

Factors favoring a “no-go” decision

Satisfaction with current resources	✓ Low average satisfaction (e.g., <4 on a scale of 1-5 where 1 = not at all satisfied)	✗ High average satisfaction (e.g., >4 on a scale of 1-5 where 1 = not at all satisfied)
Interest in using a new platform	✓ High average interest (e.g., >4 on a scale of 1-5 where 1 = not at all interested)	✗ Low average interest (e.g., <4 on a scale of 1-5 where 1 = not at all interested)
Current utilization	✓ High utilization (e.g., high demand)	✗ Low utilization (e.g., low demand)
Efficacy of current resources	✓ Low average efficacy (e.g., resources did not aid in getting a job)	✗ High average efficacy (e.g., resources aided in getting a job)
Cost to maintain platform	✓ Long-term cost estimates do not exceed existing costs/budgeting	✗ Long-term cost estimates exceed existing costs/budgeting
Capacity	✓ Sufficient capacity for day-to-day and long-term site management	✗ Insufficient capacity for day-to-day and long-term site management
Compliance	✓ No major compliance hurdles in shifting from wireframe to a centralized site	✗ Significant compliance considerations risk hindering the launch of such a site
Staying power	✓ Site will have staying power	✗ Site will struggle to have staying power
Satisfaction with wireframe site	✓ Satisfaction levels on par or exceeding with pre-wireframe levels	✗ Satisfaction levels lower than pre-wireframe levels
Engagement with wireframe site	✓ High engagement	✗ Low engagement

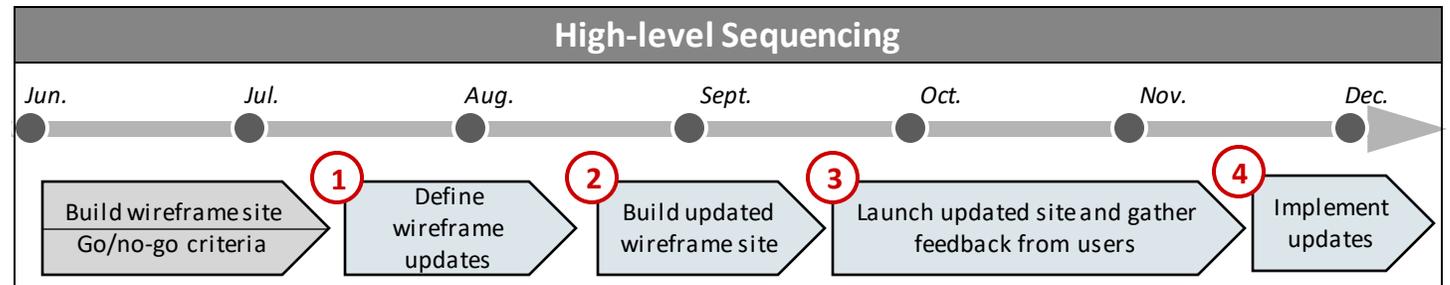
Initiative Charter: Key considerations for building a central job board with increased functionality *beyond* a basic wireframe site

B OPERATIONALIZING ACTIONS



/ PRELIMINARY

Rationale and Goals	
Rationale:	<ul style="list-style-type: none"> There are currently several District-maintained job boards, resulting in job matching resources that are not streamlined for residents and employers Early efforts (e.g., wireframe site) were well-received and there is appetite for improvements
Goals:	A single-platform interface that can work now and in the future for both residents and employers to streamline job matching by: <ul style="list-style-type: none"> Marketing job openings to residents on a highly-visible job matching platform Cross-referencing candidates and job listings based on pre-existing skills of candidates and required skills of job listings from employers Serving as a one-stop shop employers can go to list postings
Potential ownership – <i>to be confirmed</i>	
Action Owner:	WIC (<i>process driver</i>)
Other stakeholders:	DOES/AJC (<i>define job requirements; create resident database</i>); DMPED/WIC Board (<i>source employer requirements and participation</i>)



Enablers

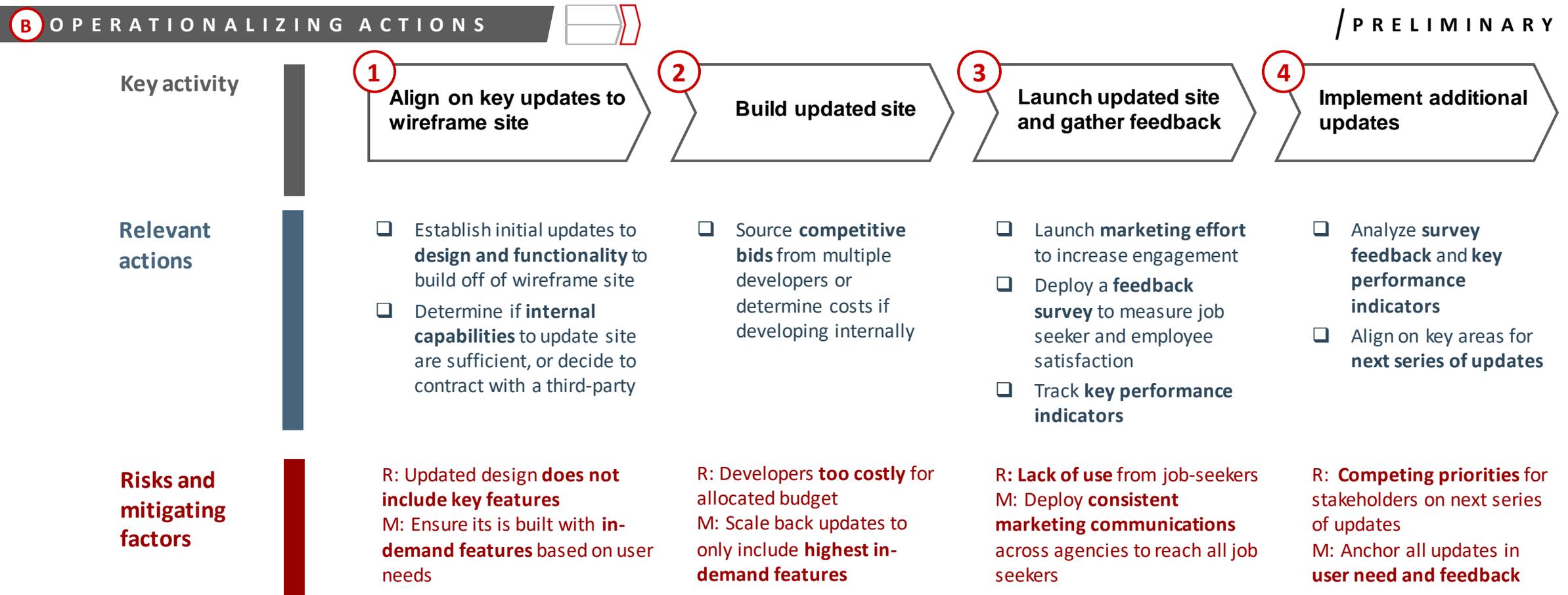
<ul style="list-style-type: none"> Centrally coordinated goals for updates to wireframe site 	<ul style="list-style-type: none"> Engagement with whole eco-system of job seekers and employers 	<ul style="list-style-type: none"> Continuous feedback structure in place 	<ul style="list-style-type: none"> Cross functional collaboration among agencies 	<ul style="list-style-type: none"> Data-driven decision making for improvements
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Implementation

Operational considerations	Key performance indicators
<ul style="list-style-type: none"> Potential costs (directional, would require more confirmation): <ul style="list-style-type: none"> Upfront costs ~ \$25,000 - \$50,000 Recurring costs ~ \$2,500 - \$20,000 Risks and mitigating factors (<i>more info. on next page</i>) 	<ul style="list-style-type: none"> Efficacy: <ul style="list-style-type: none"> # of successful job placements Engagement: <ul style="list-style-type: none"> Usage from job seekers Employer participation Satisfaction: <ul style="list-style-type: none"> Job seeker and employer satisfaction

Note: Cost estimates highly directional; upfront costs would differ based on the size and functionality of website; i.e.: large size and high functionality would mean higher costs and low functionality and small size would mean lower costs. Recurring costs vary across similar factors, as well as whether there are any major maintenance issues after the website is built
 Source: Website costs are drawn from online estimates (e.g., webfx.com; digital.com; pagecloud.com)

After setting up a wireframe site, updating it will allow the workforce system to move towards a central job board with increased functionality



Initiative Charter: Key considerations for executing hiring events

C OPERATIONALIZING ACTIONS

/ PRELIMINARY

Rationale and Goals

Rationale:

- There is a large number of unemployed Zone 1 and Zone 2 workers, and an expected increase in demand for those workers as the economy reopens
- Hiring events will allow for quick matching of job-seekers into in-demand jobs

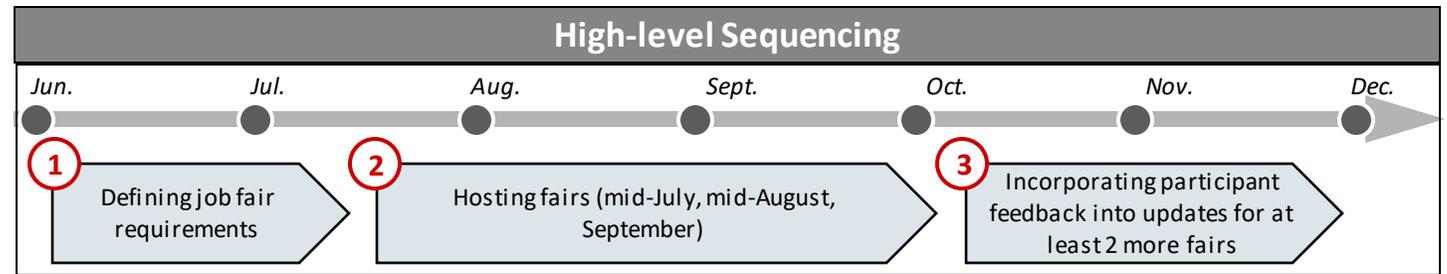
Goals: To organize and execute a series of events aimed at connecting job-seekers and potential employers:

- Facilitating the rapid reintroduction of workers into the workforce
- Enabling employers to onboard workers as quickly as possible
- Determining efficacy of hiring event, and collecting feedback to implement on the next one

Potential ownership – to be confirmed

Action Owner: WIC (*process driver*)

Other stakeholders: OSSO (*overall coordination and communication*); Job Corps/DDS/DHS (*outreach to jobseekers*); DOES/DCHA (*identification of employers*)



Enablers

- Targeted sector and employer participation
- Marketing of events to key populations
- Strong partner relationships
- Consistent feedback used to inform improvements
- Appropriate set-up and accessibility of virtual events

Implementation

Operational considerations	Key performance indicators
<ul style="list-style-type: none"> • Costs: <ul style="list-style-type: none"> • ~\$2000/virtual event hosted by Dynamic Works • Risks and mitigating factors (<i>more info. on next page</i>) 	<ul style="list-style-type: none"> • Efficacy: <ul style="list-style-type: none"> • Average # of job placements per hiring event • Engagement: <ul style="list-style-type: none"> • Job seeker and employer participation rate • Satisfaction: <ul style="list-style-type: none"> • Post-event job seeker and employer satisfaction ratings

Targeting specific sectors and ensuring residents have access to digital tools will allow us to maximize the impact of virtual hiring events

C OPERATIONALIZING ACTIONS

/ PRELIMINARY

Key activity



Relevant actions

- Build a **targeted list of employers and sectors** to include in virtual events
- Determine **appropriate format** for the virtual event
- Evaluate the **accessibility of virtual event** for job-seekers

- Facilitate the virtual interactions** between job-seekers and employers
- Collect feedback** from job-seekers and employers

- Translate feedback** from prior fairs and job seeker survey into relevant updates for future programs
- Host **pre-employment workshops** for successful job candidates

Risks and mitigating factors

R: Job seekers **lack access** to video conferencing tools
 M: Explore possible **provision of virtual tools**

R: **Low engagement** from employers or job-seekers
 M: **Proactively reach out to employers** and adopt **targeted marketing** towards most relevant populations

R: **Lack of demand** for future virtual events
 M: Ensure job seekers also have access to **in-person resources** and consider conducting more in-person hiring events

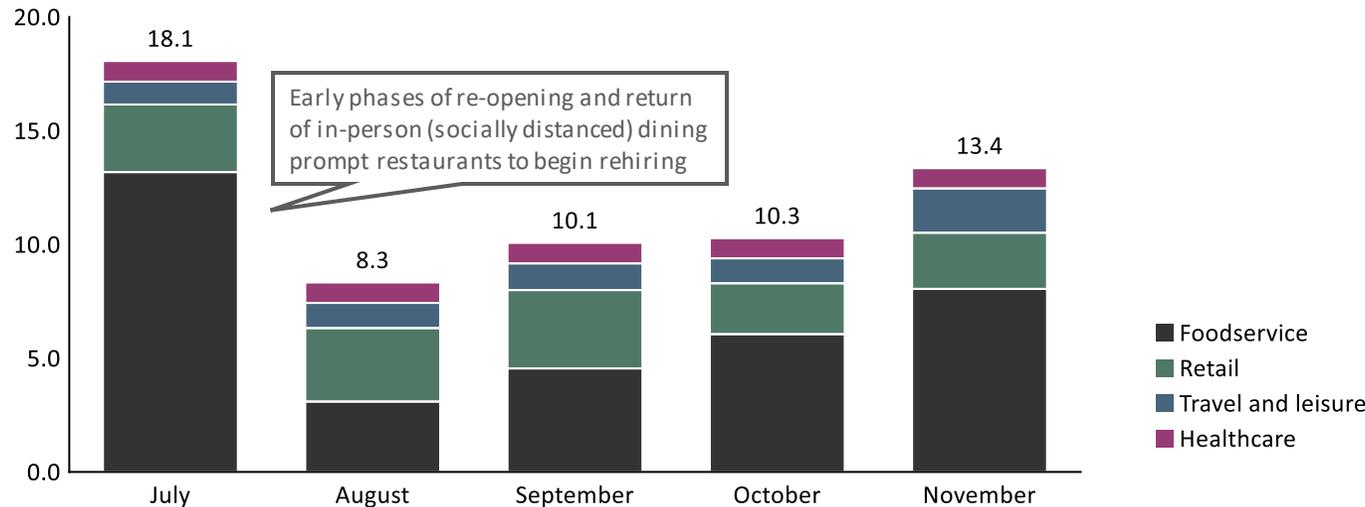
A sector-specific strategy to target foodservice and retail employers for job fairs is consistent with forecasted occupational demand

C OPERATIONALIZING ACTIONS

/ PRELIMINARY

Occupations in the foodservice industry will likely begin to recover first

Number of jobs recovered during each month of recovery by industry, K



Early hiring events should target foodservice and retail employers

Note: Occupations are categorized under their 'primary' industry, but demand growth could be attributed to multiple industry recoveries (e.g., 'Cashier' occupation exists primarily in Retail, while its total recovery is also impacted by recovery in other industries); assumes peak unemployment is reached in May

Source: DOES; BLS; BEA; O*NET

A G E N D A

Prioritize occupation categories & industries

Identify critical areas of support in re-employment

Identify and sequence actions in critical areas of support

Operationalize actions

Appendix

Actions: Make residents aware of job matching services

i ACTIONS IDENTIFICATION

/ PRELIMINARY

Stakeholder	What we do today	Can this serve the vulnerable pop.?	Can this help match in-demand jobs?
WIC	<ul style="list-style-type: none"> Oversee AJC system; fund and create marketing/communication materials through One Stop operator for AJC, other workforce service providers; potentially more public facing in the future Informal surveys and touchpoints with service providers regarding capacity and considerations 	<ul style="list-style-type: none"> Yes Yes 	<ul style="list-style-type: none"> If operationalized If operationalized
Workforce partners	<ul style="list-style-type: none"> DOES' Workforce Wednesday educates residents about employment services DOES communicates throughout DC via robo calls, texts, social media, COVID 19 homepage, etc. DCHA's satellite provides job readiness services to customers in SW, primarily low-income NCBA serves low-income 55+ individuals at one location; limited integration with AJC PJC aims to do outreach through Flyers, TV, Blogs, Weekly Good News Reports, success stories 	<ul style="list-style-type: none"> Depends on res. Digital access Yes Yes Yes 	<ul style="list-style-type: none"> Yes Yes Limited scale Limited scale Yes
Other stakeholders	<ul style="list-style-type: none"> Akin to post-Katrina NOLA, CBOs and other intermediaries conduct outreach in vulnerable geos to innovate ways to speak with residents who don't have digital access (in-person, mailing, etc.) 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Yes Yes
Other actions?	<ul style="list-style-type: none"> Launch recent users' survey/focus groups on what services were used/most helpful; gauge awareness levels; identify areas to improve communication, awareness, and resource utilization; interview community leaders as a pulse check if many residents don't have digital access Build central, District-level job board that markets job openings on a highly-visible job matching platform, with tailored messaging based on residents' profiles 	<ul style="list-style-type: none"> Yes Yes 	<ul style="list-style-type: none"> Yes Yes; potentially long lead time or cost

Actions: Push job listings to residents based on skills requirements

ii ACTIONS IDENTIFICATION

/ PRELIMINARY

Stakeholder	What we do today	Can this serve the vulnerable pop.?	Can this help match in-demand jobs?
WIC	<ul style="list-style-type: none"> Supports cross-agency/partner resident case management (e.g., through Data Vault) 	<ul style="list-style-type: none"> Contingent on partners 	<ul style="list-style-type: none"> No standard referral process
Workforce partners	<ul style="list-style-type: none"> DOES conducts outreach to residents based on profiles in their system AJC’s career counselors advise on career or job opportunities based on skills required NCBA Counselors schedule meetings (in-person, by phone or email) with participants to discuss their IEP, job opportunities, skills, training assignment and supportive service needs 	<ul style="list-style-type: none"> Yes For residents who enter the system Yes 	<ul style="list-style-type: none"> Limited scale Yes Limited scale
Other stakeholders	<ul style="list-style-type: none"> UDC WDLL provides various information to students such as employment opportunities as staff and faculty receive them 	<ul style="list-style-type: none"> Yes; for students 	<ul style="list-style-type: none"> Yes
Other actions?	<ul style="list-style-type: none"> Build central, District-level job board for AJC or other providers that cross-references candidates and job listings based on pre-existing skills of candidates and required skills of job listings from employers; includes and is predicated on employer involvement based on their needs Create ‘light’ version of District-level job board on landing page with aggregated links to postings Leverage career pathway maps, EMSI data, or other sources to identify transferrable skills across occupations between industries and communicate job listings to all candidates with relevant skills (e.g., hospitality to customer service roles) 	<ul style="list-style-type: none"> Yes; if resident has digital access Yes; if digital Yes; if resident has digital access 	<ul style="list-style-type: none"> Once operational (potential long lead time) Limited scale Once operational (potential long lead time)

Actions: Provide career awareness and counseling support to transitioning residents

iii ACTIONS IDENTIFICATION

/ PRELIMINARY

Stakeholder	What we do today	Can this serve the vulnerable pop.?	Can this help match in-demand jobs?
WIC	<ul style="list-style-type: none"> • Develops and maintains career pathway maps that inform typical progression through occupational or industry careers, provides information on labor markets to agency partners • Collects job attainment outcomes from partners (DCRSA, NCBA, etc.) to measure effectiveness • Funds Strategic Industry Partnerships that include training, coaching, and matching services 	<ul style="list-style-type: none"> • If used by agencies • Yes • Yes 	<ul style="list-style-type: none"> • If used by agencies • If used • Limited by budget
Workforce partners	<ul style="list-style-type: none"> • AJC provides career counseling, resume assistance, and job attainment support (also access to online services and information about local and national labor markets) at 4 locations, plus Vet location • DDS/RSA maintains a Vocational Rehabilitation Counselor at 4 locations • OSSE uses virtual career coach; DOES started virtual webinars 	<ul style="list-style-type: none"> • For residents who enter the system • Yes 	<ul style="list-style-type: none"> • Yes • Limited scale
Other stakeholders	<ul style="list-style-type: none"> • UDC WDLL’s “Student Support Services” unit (currently consists of ~12 staff members); career coaching services are in the process of being updated and revised 	<ul style="list-style-type: none"> • Enrolled students 	<ul style="list-style-type: none"> • Yes
Other actions?	<ul style="list-style-type: none"> • Use occupational and industry demand forecasts to create communication/marketing materials for career coaches that educate about future opportunities, training/certification requirements, and timing/path to employment • Discussion ongoing about mobile-based awareness/coaching support with virtual services • Proactively market pathways at scale through digital or other communication, either to the individual or to CBOs or other intermediaries that reinforce what individual career coaches do 	<ul style="list-style-type: none"> • Yes • If resident has digital access 	<ul style="list-style-type: none"> • Limited scale; individual interactions • Yes • Yes

Actions: Host job fairs for employers and candidates

iv ACTIONS IDENTIFICATION

/ PRELIMINARY

Stakeholder	What we do today	Can this serve the vulnerable pop.?	Can this help match in-demand jobs?
WIC	<ul style="list-style-type: none"> Organize and run several District-level job fairs in the next 2-4 months (WIC-funded through OSO contract) focused on returning occupations, and potentially host in-person fairs within priority Wards or other geographies; create virtual job fairs using best practices gathered by DOES 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Yes
Workforce partners	<ul style="list-style-type: none"> DOES runs virtual job fairs and gathers best practices DMPED can encourage employers from priority industries to participate in fairs 	<ul style="list-style-type: none"> Yes Yes 	<ul style="list-style-type: none"> Yes Yes
Other stakeholders	<ul style="list-style-type: none"> Industry associations can market job fairs to employers 	<ul style="list-style-type: none"> Yes Yes 	<ul style="list-style-type: none"> Yes Yes
Other actions?	<ul style="list-style-type: none"> ... 		

Actions: Provide IT access and resources

V ACTIONS IDENTIFICATION

/ PRELIMINARY

Stakeholder	What we do today	Can this serve the vulnerable pop.?	Can this help match in-demand jobs?
WIC	<ul style="list-style-type: none"> Considering requirements for proposed investment in physical learning/access hubs with digital hardware within priority Wards to connect residents to job-matching services and/or provide basic digital training; market hubs via intermediaries or physical communication Considering requirements for proposed distribution of temporary or permanent loan of digital access equipment (e.g., tablets) for low-income residents in priority Wards, with pre-loaded software directing them to workforce services and career educational materials 	<ul style="list-style-type: none"> Yes Yes 	<ul style="list-style-type: none"> Contingent on funding; lead time Contingent on funding; lead time
Workforce partners	<ul style="list-style-type: none"> AJC, other partners provide online access to residents at their locations 	<ul style="list-style-type: none"> For residents who enter the system 	<ul style="list-style-type: none"> Yes
Other stakeholders	<ul style="list-style-type: none"> WDLL provides computer access to students at all campuses; post-COVID environment, UDC is considering providing loaner equipment to students; WDLL students potentially included 	<ul style="list-style-type: none"> For students 	<ul style="list-style-type: none"> Yes; as an enabler
Other actions?	<ul style="list-style-type: none"> ... 		

Actions: Advise on hiring incentives that are available for employers, or other incentives for residents

vi ACTIONS IDENTIFICATION

/ PRELIMINARY

Stakeholder	What we do today	Can this serve the vulnerable pop.?	Can this help match in-demand jobs?
WIC	<ul style="list-style-type: none"> Consider potential policy levers to propose based on research and community-led recommendations (see 'other actions' below) 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Long lead time
Workforce partners	<ul style="list-style-type: none"> DOES runs First Source Program hiring process requiring contractors with the District to hire residents based on contract size 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Depends on demand
Other stakeholders	<ul style="list-style-type: none"> Pandemic DC Residents Hiring Act requiring all career opportunities created as a result of grants, contracts, or legislation due to the pandemic to have a local hiring goal of 70% of DC residents Mayoral Order requiring Washington, DC Hospitals, medical centers, clinics, universities, and large nonprofit organizations to jointly fund the creation of an initiative to recruit, train and support job obtainment for qualified and ready to work DC residents for current and new career opportunities DC Residents Career Opportunities Act effective in FY2020 requiring all DC Government Agencies on current and new DC Government vacancies to have a qualified and ready to work DC residents as one of the final candidates for consideration to fill the vacant position 	<ul style="list-style-type: none"> Yes Yes Yes 	<ul style="list-style-type: none"> Yes Yes Yes
Other actions?	<ul style="list-style-type: none"> Define/fund pre-apprenticeship, other workforce vouchers (akin to NY post-Sandy) to pay wages of residents while they gain skills in high demand jobs that typically require vocational training Based on findings from Opportunity Insights, fund childcare credits/subsidies for low-income/displaced workers to help residents return to the workforce 	<ul style="list-style-type: none"> Yes Yes 	<ul style="list-style-type: none"> Contingent on funding, lead time Contingent on funding, lead time

WIC BUDGET, FY2020 AND FY2021, AS OF Jan. 1, 2021 (Q11)

			FY2020 Approved Budget	FY2020 Revised Budget	FY2020 Expenditures	FY2020 Difference between Revised Budget and Expenditures (over- or under- spending)	FY2021 approved budget	FY2021 Revised budget(as of Jan. 1, 2021)
Program: Workforce Investment	Program	Total \$						
	Activity: Workforce Investment	Total \$	4,532,465	4,549,179	3,261,355	1,287,824	4,834,184	4,834,184
		ID-Federal\$	486,507	1,543,012	1,407,669	135,343	1,401,831	1,401,831
		ID-Local \$						
		Local \$	4,045,958	3,006,167	1,853,686	1,152,481	3,432,353	3,432,353
		SPR \$						
	Activity: Workforce Investment Council	Total \$	413,752	282,309	282,309	-	1,252,195	1,252,195
		ID-Federal\$						
		ID-Local \$						
		Local \$	413,752	282,309	282,309	-	1,252,195	1,252,195
		SPR \$						

Q. 11 FY20 FY21 Budget

FY2021 Q1 expenditures	Reason for any variation between revised budget and actual expenditures in FY2021 (Narrative)
145,270	
-	Variation is a result from personnel savings and budget reduction cuts due to COVID-19 pandemic.
145,270	
38,410	
38,410	

Q. 11 FY20 FY21 Budget

Q. 12 FY21 NPS Spending Plan

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 Council	One-Stop-Operator (OSO)	One month extension for DB Grant and Associates to serve as the OSO. Extension period allows for continuation of services during transition of new OSO.	\$55,535
Workforce Investment	One-Stop-Operator (OSO)	Contract for America Works to serve as the OSO.	\$489,761
Workforce Investment	Healthcare Workforce Partnership Intermediary Grant	Grant to establish and operate a Healthcare Workforce Partnership through the WIC and to select an entity to serve as the Intermediary to convene, assist, and facilitate the Healthcare Workforce Partnership's activities.	\$249,968
Workforce Investment	Healthcare Workforce Training Grants	Grants to establish a healthcare training program to fund training of District residents in healthcare occupations.	\$150,000
Workforce Investment /Workforce Investment Council	American Job Center and One-Stop-Operator (OSO) Support	Contract to support the work of the American Job Centers and One Stop Operator. Services include conducting the American Job Center certification process and other compliance-related technical assistance.	\$120,000
Workforce Investment/Workforce Investment Council	Business Engagement	Contract to provide the WIC with assistance developing and delivering an engagement campaign on behalf of the American Job Centers (AJCs) and workforce development system to engage employers, job-seekers, and other support organizations as they seek to connect more DC residents to employment.	\$150,000
Workforce Investment Council	DCCK Culinary Facility	Funds build out DCCK culinary facility.	\$1,000,000

Q. 12 FY21 NPS Spending Plan

Workforce Investment	Data Coordination	<p>In FY2020 the WIC engaged data consultants to assess the data landscape, needs, and make recommendations for strengthening the use and alignment of data across workforce system partners. Based on recommendations that came from the FY2020 data work, in FY2021 the WIC will procure tools to enable the WIC to aggregate, analyze, and report on the workforce system.</p>	\$ 239,587
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**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:

Q. 13.1 MOU with DOES for WIOA Pass Through (FY2020)

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.

Q. 13.1 MOU with DOES for WIOA Pass Through (FY2020)

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.

Q. 13.1 MOU with DOES for WIOA Pass Through (FY2020)

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

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 2 CFR 200.
3. 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

Q. 13.1 MOU with DOES for WIOA Pass Through (FY2020)

*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

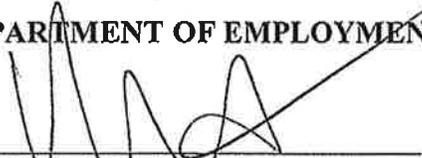
DME and DOES shall resolve all disputes and/or adjustments resulting from goods or services provided under this MOU. In the event the Parties are unable to resolve a financial issue, the matter shall be referred to the Office of Financial Operations and Systems.

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:

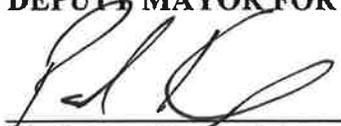
DEPARTMENT OF EMPLOYMENT SERVICES



Dr. Unique Morris-Hughes, Director

Date: 12-9-19

DEPUTY MAYOR FOR EDUCATION



Paul Kihn, Deputy Mayor

Date: 12/11/19

Q. 13.1 MOU with DOES for WIOA Pass Through (FY2020)

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.).

Q. 13.2 MOU with OSSE Career Pathway Grants (FY2020)

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]

Q. 13.2 MOU with OSSE Career Pathway Grants (FY2020)

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

Q. 13.2 MOU with OSSE Career Pathway Grants (FY2020)



**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;

Q. 13.3 MOU with DCHR for Capital City Fellow (FY2020)

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

Q. 13.3 MOU with DCHR for Capital City Fellow (FY2020)

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

**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 Department of Employment Services (DOES), referred to herein individually as "Party" and collectively as "Parties."

DOES' mission is to connect District residents, job seekers, and employers to opportunities and resources that empower fair, safe, and effective working communities. We provide comprehensive employment services to ensure a competitive workforce, full employment, life-long learning, economic stability and the highest quality of life for all. 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 and 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).

The Office of the 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 \$1,520,740.96 of the District's WIOA State Set-Aside for federal program year 2021 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:

partners are not delivery services as defined in WIOA; Infrastructure Funding Agreement (IFA) that include reasonable cost allocation methodology between One-Stop partners, accurately reflecting the cost allocations in the required documents; and MOU implementation and compliance, requiring One-Stop partner MOUs to be submitted to DOES for final review within 45 days before the new program year starts, annually.

9. Enter all relevant data and documentation into DCNetworks as needed, specifically new or modified ETPL information, to include program costs, locations, and course offerings that are both in-person and virtual.
10. Negotiate and obtain consensus from all required Partners for the Infrastructure Funding Agreement (IFA), recognizing that AJC 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 these 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 at 2 CFR part 200. Failure by only one of the required partners to reach consensus with respect to the infrastructure costs outlined in the IFA will trigger implementation of the State Funding Mechanism (SFM) and may be subject to penalties, such as fines or suspension.

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, AJC services and operations, and workers compensation, etc.
3. Ensure relevant DOES staff participate in meetings organized by the WIC or One Stop Operator that are needed to perform the activities described in Section III.A.3.
4. Establish the Intra-District transfer to the sub-recipient for the pass-through funds through its fiscal agent DOES - OCFO.
5. 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.
6. Provide designated WIC staff access to DCNetworks in a timely manner, along with DCNetworks training and technical assistance.

IV. DURATION OF MOU

Q. 13.4 MOU with DOES for WIOA Pass Through (FY2021)

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	\$50,881.09	\$81,032.84	\$56,534.54	\$188,448.47
Deputy Director	15	\$48,915.90	\$77,903.10	\$54,351.00	\$181,170.00
Chief of Staff	14	\$11,088.55	\$17,659.55	\$12,320.61	\$41,068.71
Manager of Training and Skills Development	13	\$27,393.02	\$43,625.92	\$30,436.69	\$101,455.62
Sr. Compliance Manager	13	\$35,238.22	\$56,120.13	\$39,153.58	\$130,511.94
Total		\$173,516.78	\$276,341.54	\$192,796.42	\$642,654.74

Description	CS Code	WIOA Adult	WIOA DW	WIOA Youth	Total
Contractual – One-Stop Operator	40	\$162,000.00	\$258,000.00	\$180,000.00	\$600,000.00
Contractual - Data Coordination	40	\$64,688.52	\$103,022.46	\$71,876.13	\$239,587.11
Contractual - Business Engagement	40	\$8,167.16	\$13,006.96	\$9,074.63	\$30,248.75
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
Total		\$237,083.28	\$377,577.07	\$263,425.87	\$878,086.22

FY 2021 WIOA PERSONNEL EXPENDITURES	\$ 642,654.74
FY 2021 WIOA NON-PERSONNEL EXPENDITURES	\$ 878,086.22
Total PY 20-21	\$1,520,740.96

- 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.

FY 2021 Source of Funding for WIC Intra-District Budget Authority

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. NE
Suite 5000
Washington, D.C. 20019
Phone: 202.671.1900

Ahna Smith
Executive Director
Workforce Investment Council
Office of the Deputy Mayor for Education
2235 Shannon Place SE
Suite 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, prior to the expiration or termination 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.

APPENDIX A: FY2021 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 V.L.A.1)
Executive Director	10	\$50,881.09	\$81,032.84	\$56,534.54	\$188,448.47
Deputy Director	15	\$48,915.90	\$77,903.10	\$54,351.00	\$181,170.00
Chief of Staff	14	\$11,088.55	\$17,659.55	\$12,320.61	\$41,068.71
Manager of Training and Skills Development	13	\$27,393.02	\$43,625.92	\$30,436.69	\$101,455.62
Sr. Compliance Manager	13	\$35,238.22	\$56,120.13	\$39,153.58	\$130,511.94
Total		\$173,516.78	\$276,341.54	\$192,796.42	\$642,654.74

**APPENDIX B: FY 2021 WIOA NON-PERSONNEL EXPENDITURES, GRANTS AND
CONTRACTS AS NOTED**

Description	CS Code	WIOA Adult	WIOA DW	WIOA Youth	Total
Contractual – One-Stop Operator	40	\$162,000.00	\$258,000.00	\$180,000.00	\$600,000.00
Contractual - Data Coordination	40	\$64,688.52	\$103,022.46	\$71,876.13	\$239,587.11
Contractual - Business Engagement	40	\$8,167.16	\$13,006.96	\$9,074.63	\$30,248.75
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
Total		\$237,083.28	\$377,577.07	\$263,425.87	\$878,086.22

**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 District of Columbia 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. 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:

Q. 13.5 MOU with OSSE for Career Pathways Grant (FY2021)

- a. are necessary to become full partners in the educational development of their children; and which lead to sustainable improvements in the economic opportunities for their family;
3. Assist adults in attaining a secondary school diploma and in the transition to employment, postsecondary education and training through career pathways; and
4. Assist immigrants and other individuals who are English language learners in; improving their reading, writing, speaking, and comprehension skills in English as well as mathematics skills; and in acquiring an understanding of the American system of government, individual freedom, and the responsibilities of United States citizenship.

III. SCOPE OF SERVICES

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

A. RESPONSIBILITIES OF WIC

1. Transfer \$1,650,000 to OSSE through an Intra-District Transfer for the services identified below in *Section B: Responsibilities of OSSE and as further set forth in Appendix A*
2. Participate in quarterly partner meetings with OSSE.
3. Manage and monitor the responsibilities performed by the WIC and OSSE as stated in this MOU.

B. RESPONSIBILITIES OF OSSE

1. 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 may 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.).

Q. 13.5 MOU with OSSE for Career Pathways Grant (FY2021)

2. Work in collaboration with the WIC to engage eligible providers in technical assistance, professional development, meetings, Community of Practice Forums (e.g. Career Pathways and other relevant topics) and other events including provider fairs, First Fridays and other activities designed to make District residents aware of OSSE AEFLA- and WIC- funded programs and services.
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, 2020 through September 30, 2021 (Program Year 2021), 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 \$1,650,000 for Fiscal Year 2021, as further set forth in Appendix A. 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

Q. 13.5 MOU with OSSE for Career Pathways Grant (FY2021)

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 an annual report to the WIC on December 15, 2021, which shall detail the total amount of expenditures for the prior fiscal year.
3. OSSE shall return any excess funds to the WIC within 30 days of the end of the current fiscal year.
4. The Parties' shall endeavor to mutually resolve any adjustments and/or disputes arising out of or related to services performed in furtherance of the requirements set forth under this MOU. In the event that the Parties are unable to resolve a financial issue, the matter shall be referred to the District's Office of the Chief Financial Officer, Office of Financial Operations and Systems.
5. OSSE will be responsible for any amounts ultimately disallowed by an audit finding of OSSE non-compliance. It will not be responsible for any amounts ultimately disallowed by an audit finding of WIC non-compliance.

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 local funds, OSSE will be subject to scheduled and unscheduled monitoring reviews by the WIC to ensure compliance with all applicable requirements.

VIII. RECORDS AND REPORTS

OSSE will maintain records and receipts for the expenditures of all funds. OSSE shall maintain records of project activities for a minimum of three (3) years from the date of expiration or termination of the MOU and, upon request, make these documents available for inspection by duly authorized representatives of any Party and/or other District officials, at its sole discretion.

IX. CONFIDENTIAL INFORMATION; FREEDOM OF INFORMATION ACT NOTICE

- A. This Agreement is subject to the provisions of the Family Educational Rights and Privacy Act of 1974 as codified at 20 U.S.C. § 1232g, and the U.S. Department of Education's implementing regulations [found at 34 C.F.R. § 99 *et seq.*].
- B. The Parties to the Agreement will use, restrict, safeguard and dispose of all information related to services provided by this Agreement in accordance with all relevant federal and local statutes, regulations, policies, and guidance.
- C. The parties will adhere to generally accepted policies on information security, access and employee controls in the handling of personally identifiable confidential 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 notification that the information/documentation shared between the Parties in connection with this MOU 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:

Q. 13.5 MOU with OSSE for Career Pathways Grant (FY2021)

For WIC:

Suzanne Towns
Deputy Director
Workforce Investment Council
2235 Shannon Place, SE, Suite 3031
Washington, DC 20020
Email: Suzanne.Towns@dc.gov
Phone: 202-746-3075 (c)

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)

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 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, the agency or instrumentality shall abide by the provisions of the District's Procurement Practices Reform Act of 2010 (D.C. Official Code § 2-351.01, *et seq.*), as amended, to procure the goods or services of such 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:

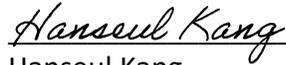
Workforce Investment Council



Ahnna Smith,
Executive Director

9/28/20
Date

Office of the State Superintendent of Education



Hanseul Kang,
State Superintendent of Education

10/07/2020
Date

APPENDIX A

FY 2021 Career Pathways Funds

FY 2019 Career Pathways Task Force and Innovation Fund Budget - Non-Personnel - Grants and Contracts as Noted	
FY 2019 Appropriation (via WIC MOU, all non-personnel)	\$1,650,000.00
Grant Allocation (comp source code 50)	\$1,650,000.00

Use of Funds	Vendor	PO	CS Code	FY18 Budget
Grants Renewed through the end of FY 2019				
OSSE AEFLA Grant/Grant Management	OSSE	TBD	50	\$1,650,000.00

INTERAGENCY MOUS, FY2020 AND FY2021, INCLUDING ANTICIPATED MOUS (Q13b)

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
DOES	DME	Workforce Investment Council	GW0	Department of Employment Services	CF0	Federal	Oct 1, 2019 to Sept 30, 2020	WIOA Support Services	\$ 1,447,079.82	12/11/2019	1/16/2020
WIC	OSSE	Integrated Education & Training Program	GD0	WORKFORCE INVESTMENT	GW0	Local	Oct 1, 2019 to Sept 30, 2020	Career Pathway Innovations	\$ 1,650,000.00	9/23/2019	12/10/2019
WIC	DCHR	Capital City Fellows	N/A	WORKFORCE INVESTMENT	GW0	Local	Oct 1, 2019 to Sept 30, 2020	Capital City Fellow	\$ 77,204.82	10/29/2019	N/A
DOES	DME	Workforce Investment Council	GW0	Department of Employment Services	CF0	Federal	Oct 1, 2020 to Sept 30, 2021	WIOA Support Services	\$ 1,520,740.96	N/A	1/14/2021
WIC	OSSE	Integrated Education & Training Program	GD0	WORKFORCE INVESTMENT	GW0	Local	Oct 1, 2020 to Sept 30, 2021	Career Pathway Innovations	\$ 1,650,000.00	N/A	

GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CHIEF FINANCIAL OFFICER *supporting the*
OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION



MEMORANDUM

TO: Deloras Shepherd
Associate Chief Financial Officer
Education Cluster

FROM: Paris Saunders *PS*
Agency Fiscal Officer

DATE: July 8, 2020

SUBJECT: FY 2020 Request for Reprogramming of Intra-District Funds: The Office of the Deputy Mayor of Education (GW0)

The Office of the Deputy Mayor for Education (GW0) is requesting a reprogramming of Intra-district funds (0739) in the amount \$356,882.70

Why are the funds needed?

The funds are needed to support contractual services in accordance to the FY20 spend plan.

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

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:

Decreases:

- Program Code 3012: There will be a decrease in PCA: GWCFA; Object Class 0409 (Contractual Service - Other).
- Program Code 3012: There will be a decrease in PCA: GWCFD; Object Class 0409 (Contractual Service - Other).
- Program Code 3012: There will be a decrease in PCA: GWCFY; Object Class 0409 (Contractual Service - Other).
- Program Code 3012: There will be a decrease in PCA: GWCFA; Object 0506 (Grants and Gratuities).
- Program Code 3012: There will be a decrease in PCA: GWCFD; Object 0506 (Grants and Gratuities).

Q. 16.1 FY20 GWO Reprogramming

FY 2020 Reprogramming Request for the Office of the State Superintendent of Education,
Deputy Mayor of Education (GW0)
July 8, 2020
Page 2 of 2

- Program Code 3012: There will be a decrease in PCA: GWCFY; Object 0506 (Grants and Gratuities).

Increase

- Program Code 3012: There will be an increase in PCA: GWCFA; Object Class 0408 (Prof Service Fees and Contr).
- Program Code 3012: There will be an increase in PCA: GWCFA; Object Class 0408 (Prof Service Fees and Contr).
- Program Code 3012: There will be an increase in PCA: GWCFA; Object Class 0408 (Prof Service Fees and Contr).

Why are the funds available?

The funds are available due to a realignment of priorities per the revised spending plan.

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

If the reprogramming is delayed, WIC will not be able to provide the necessary services.

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

No services or purchases will be delayed as a result of this action.

Should you have any questions, please contact Stephen Regis, Budget Officer at (202) 724-1512.
Attachments

Attachment B -- Federal Grant (8200)

Attachment B -- Federal Grant (8200)

OPERATING BUDGET REPROGRAMMING REQUEST

Government of the District of Columbia

APPROVAL REQUIRED FOR THE FOLLOWING:

APPROVAL LEVEL: Agency Ofc of Budget DC Council US Congress

Originating Agency Name and Code: OSSE & GWO

Agency Fund & Code: Intradistrict fund (0700)

Budget Fiscal Year: 2020

Agency Director: Paris Saunders

OBP Control Number: PS

Grant Number/Phase: Associate CFO: Debraas Sheppard

Agency Request Number: Budget Batch Number: Budget Reprogramming Amount: 356,882.70

Requested: DATE: 07/08/20

Prepared By: Stephen Regis 202-724-1512

Total # of Pages: 1

Activity Code (Prg. Structure)	Resp Ctr Code (Org Structure)	Control Center / Responsibility Center Name	PCA	Index	Project/Phase	Object	Original Budget Amount	Current Budget Amount	Amount of Decrease (-)	Amount of Increase (+)	Revised Budget Amount
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFA/20	0111		135,343.08			\$ 135,343.08
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFA/20	0147		38,173.69			\$ 38,173.69
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFD/20	0111		215,546.41			\$ 215,546.41
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFD/20	0147		60,795.14			\$ 60,795.14
2000	3012	WORKFORCE INVESTMENT	GWCFY	GWCFY	GW0CFY/20	0111		150,381.22			\$ 150,381.22
2000	3012	WORKFORCE INVESTMENT	GWCFY	GWCFY	GW0CFY/20	0147		42,415.20			\$ 42,415.20
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFA/20	0201		1,113.80			\$ 1,113.80
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFD/20	0201		1,773.83			\$ 1,773.83
2000	3012	WORKFORCE INVESTMENT	GWCFY	GWCFY	GW0CFY/20	0201		1,237.55			\$ 1,237.55
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFA/20	0408		14,967.17		99,258.30	\$ 114,225.47
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFD/20	0408		42,855.13		139,559.56	\$ 181,914.69
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFY/20	0408		8,852.42		118,064.84	\$ 126,917.26
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFA/20	0702		1,113.80			\$ 1,113.80
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFD/20	0702		1,773.83			\$ 1,773.83
2000	3012	WORKFORCE INVESTMENT	GWCFY	GWCFY	GW0CFY/20	0702		1,237.55			\$ 1,237.55
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFA/20	0409		125,000.00	(75,094.12)		\$ 49,905.88
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFD/20	0409		200,000.00	(120,520.28)		\$ 79,479.72
2000	3012	WORKFORCE INVESTMENT	GWCFY	GWCFY	GW0CFY/20	0409		150,000.00	(94,549.05)		\$ 55,450.95
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFA/20	0506		75,000.00	(24,164.18)		\$ 50,835.82
2000	3012	WORKFORCE INVESTMENT	GWCFD	GWCFD	GW0CFD/20	0506		100,000.00	(19,039.28)		\$ 80,960.72
2000	3012	WORKFORCE INVESTMENT	GWCFY	GWCFY	GW0CFY/20	0506		80,000.00	(23,515.79)		\$ 56,484.21
TOTAL											
								1,447,079.82	(356,882.70)	356,882.70	1,447,079.82

Justification of Reprogramming Proposal:
The funds are needed to support contractual services in accordance to the FY20 spend plan.

Q. 16.1 FY20 GWO Reprogramming

S1 - OS12Secure - A - OS12 Production - UPPS / SOAR / ITAS - Rocket BlueZone Mainframe Display

File Edit Session Options Transfer View Script Help

Connections: A - OS12 Production - UPPS / SOAR / Attention PA1 PA2 PA3 Reset PF01 PF02 PF03 PF04

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 07/08/20 01:55 PM
 LINK TO: AGENCY BUDGET FINANCIAL INQUIRY DSNF

AGENCY: GWO AY: 20 ORG CODE: 2000 PGM CODE: 3012 FUNC CODE: _____
 AP FUND: _____ FUND: 0739 GRANT/PH: _____ PROJECT/PH: _____
 COMP SRC/GRP: 0041 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
 ORG LEVEL: 02 DEPARTMENT OF EDUCATION
 PGM LEVEL: 02 WORKFORCE INVESTMENT
 FUNC LEVEL: _____

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: S
 INQ YEAR: 20 INQ MONTH: 10 ADJUSTED BUDG: 475,000.00
 BUDGET AVAIL: 290,163.45 BUDG % AVAIL: 61.09
 EXPEND/BUDG %: 38.91 ALLOT/BUDG %: 0.00
 ALLOTMENT BAL: 184,836.55- UNEXPND ALLOT: 184,836.55-
 BT TITLE AMOUNT BT TITLE AMOUNT
 10 EXP BUD REV 475,000.00
 13 PENDING AME .00
 15 CASH EXPEND 184,836.55

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

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Q. 16.1 FY20 GWO Reprogramming

S1 - OS12Secure - A - OS12 Production - UPPS / SOAR / ITAS - Rocket BlueZone Mainframe Display

File Edit Session Options Transfer View Script Help

Connections: A-OS12 Production - UPPS / SOAR / Attention PA1 PA2 PA3 Reset PF01 PF02 PF03 PF04

S061 V2.1 PRD DISTRICT OF COLUMBIA R*STARS 2.1 07/08/20 01:56 PM
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AGENCY: GWO AY: 20 ORG CODE: 2000 PGM CODE: 3012 FUNC CODE: _____
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 COMP SRC/GRP: 0050 OBJ/COBJ/AGY OBJ: _____ AGY OBJ GROUP: _____
 ORG LEVEL: 02 DEPARTMENT OF EDUCATION
 PGM LEVEL: 02 WORKFORCE INVESTMENT
 FUNC LEVEL: _____

INQ TYPE: MC (MA, YA, MY, YY, MC, YC) DETAIL/SUMMARY: S
 INQ YEAR: 20 INQ MONTH: 10 ADJUSTED BUDG: 255,000.00
 BUDGET AVAIL: 66,719.25 BUDG % AVAIL: 26.16
 EXPEND/BUDG %: 73.84 ALLOT/BUDG %: 0.00
 ALLOTMENT BAL: 188,280.75- UNEXPND ALLOT: 188,280.75-
 BT TITLE AMOUNT BT TITLE AMOUNT
 10 EXP BUD REV 255,000.00
 13 PENDING AME .00
 15 CASH EXPEND 188,280.75

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

S1/A Ready (1) 10.27.12.1 T12TN360 13:56:45 7/8/2020 NUM 00:02:02 13,055

Q. 16.1 FY20 GWO Reprogramming

S1 - OS12Secure - A - OS12 Production - UPPS / SOAR / ITAS - Rocket BlueZone Mainframe Display

File Edit Session Options Transfer View Script Help

Connections: A-OS12 Production - UPPS / SOAR / Attention PA1 PA2 PA3 Reset PF01 PF02 PF03 PF04

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S061 V2.1      PRD      DISTRICT OF COLUMBIA R*STARS 2.1      07/08/20 01:57 PM
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  AP FUND: _____  FUND: 0739  GRANT/PH: _____  PROJECT/PH: _____
COMP SRC/GRP: 0040  OBJ/COBJ/AGY OBJ: _____  AGY OBJ GROUP: _____
  ORG LEVEL: 02 DEPARTMENT OF EDUCATION
  PGM LEVEL: 02 WORKFORCE INVESTMENT
  FUNC LEVEL:
  INQ TYPE: MC      (MA, YA, MY, YY, MC, YC)  DETAIL/SUMMARY: S
  INQ YEAR: 20      INQ MONTH: 10  ADJUSTED BUDG: 66,174.72
  BUDGET AVAIL: 66,174.72  BUDG % AVAIL: 100.00
  EXPEND/BUDG %: 0.00  ALLOT/BUDG %: 0.00
  ALLOTMENT BAL: 0.00  UNEXPND ALLOT: .00
  BT TITLE AMOUNT BT TITLE AMOUNT
  10 EXP BUD REV 66,174.72
  13 PENDING AME .00
  
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S1/A Ready (1) 10.27.12.1 T12TN360 13:57:07 7/8/2020 NUM 00:02:24 14,036

WIC CONTRACTS AND PROCUREMENTS, FY2020 AND FY2021, AS OF JAN. 15, 2021 (Q18)

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, SPB); 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 FY2020, per contract, and for Human Care Agreements, aggregated by vendor for all task orders under each HCA	Actual expenditures in FY2020 for each contract (aggregated by vendor for all task orders under each HCA)	Maximum or total contract or procurement value in FY2021 (for Human Care Agreements, aggregated by vendor)	Total actual payments made in FY2021 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, 2019-January 22, 2020	OY2	GW0	0409	GW0W1	GW0W1	RK139631	PO617054	Local	\$ 114,981.05	\$91,097.68	N/A	N/A
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	\$ 202,580.00	\$ 202,580.00	N/A	N/A
DCEB-2017-C-004	DB GRANT ASSOCIATES, INC.	Tia Mercer		One-Stop Operator	Yes	September 17, 2019-September 18, 2020	OY2	GW0	0506	GW0W1	GW0W1	RK139624	PO615787	Federal	\$ 445,489.00	\$ 424,274.72	N/A	N/A
DCEB-2017-C-004	DB GRANT ASSOCIATES, INC.	Tia Mercer		One-Stop Operator	Yes	September 19, 2020-September 30, 2020	OY2	GW0	0408	GWCFD GWCFY GWCFD GWCFY GWCFD GWCFY GWCFD GWCFY GWCFD GWCFY GWCFD GWCFY	GWCFD GWCFY GWCFD GWCFY GWCFD GWCFY GWCFD GWCFY GWCFD GWCFY GWCFD GWCFY	RK156552-V2	PO630005-V2	Federal	\$ 110,000.00	\$ 110,000.00	N/A	N/A
CW76654	SAS INSTITUTE	Tia Mercer		Consulting Services	Yes	February 2, 2020-September 30, 2020	Base Year	GWO	0409	GWOWC	GWOWC	RK141771	PO621047	Local	\$ 125,204.00	\$ 123,037.55	N/A	N/A
DCEB-2017-C-004	DB GRANT ASSOCIATES, INC.	Tia Mercer		One-Stop Operator	Yes	October 1, 2020 - October 31, 2020	OY2 Extension	GW0	0409	GW0WC	GW0WC	RK166419	PO633777	Local	N/A	N/A	\$ 55,535.27	\$ 38,035.20
CW86561	AMERICA WORKS OF WASHINGTON D.C.	Tia Mercer		One-Stop Operator	In-Progress	October 28, 2020 - September 30, 2021	Base Year	GW0	0409	736WI	736WI	RK168501	PO634492	Federal	N/A	N/A	\$ 412,261.20	N/A

WIC GRANTS AWARDED, FY 2020 AND FY2021, AS OF JAN. 15, 2021 (Q19)

(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 FY2020	For each grantee, actual payments made in FY2020	For each grantee, maximum or total grant amount in FY2021	For each grantee, actual payments made in FY2021
DC Central Kitchen Continuation Grant	DC Central Kitchen	DC Central Kitchen will secure a new culinary training facility to meet their growing demands.	November 11, 2019-September 30, 2020	Yes	Base	GW0	0506	GWOWI	GWOW1	Local	\$ 500,000.00	\$ 500,000.00	N/A	N/A
FY21 Healthcare Workforce Partnership	DC Hospital Association Program Services Company, Inc.	Serve as the Intermediary to convene, assist, and facilitate the Healthcare Workforce Partnership in the District of Columbia.	January 15-September 30, 2021	In progress	Base	GW0	0506	GWOWI	GWOW1	Local	N/A	N/A	\$ 249,968.25	N/A

Q. 20 Credit Purchase Card Expenditures, FY2020 and FY2021

Credit and Purchase Card Expenditures, FY2020 and FY2021

Employee Name	Date of Purchase	Vendor Name	Dollar Amount	Purpose of Expenditure
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 Towns
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
Crystal Davis	28-Jan-20	Comcast	\$ 282.81	WIC Monthly Cable TV Subscription
Crystal Davis	29-Jan-20	National Governors Association	\$ 800.00	WIC Conference Fee - Ahnna Smith
Crystal Davis	29-Jan-20	National Governors Association	\$ 800.00	WIC Conference Fee - Suzanne Towns
Crystal Davis	29-Jan-20	National Association of State Workforce Agencies	\$ 150.00	WIC Conference Fee - Lauren Scott
Crystal Davis	5-Feb-20	Olender Reporting	\$ 817.75	DME Transcriber Services
Crystal Davis	6-Feb-20	National Governors Association	\$ 800.00	WIC Conference Fee - Antwanne Ford
Crystal Davis	7-Feb-20	Metropolitan Office Products	\$ 68.71	DME Office Supplies
Crystal Davis	10-Feb-20	Senoda, Inc.	\$ 380.00	WIC Business Cards
Crystal Davis	18-Feb-20	Document Managers	\$ 588.00	DME Business Cards
Crystal Davis	20-Feb-20	Canvas Pro	\$ 119.40	DME Online Marketing Platform
Crystal Davis	21-Feb-20	Metropolitan Office Products	\$ 1,960.78	DME Office Supplies
Crystal Davis	27-Feb-20	Comcast	\$ 56.23	WIC Monthly Cable Subscription
Crystal Davis	2-Mar-20	Public PM.Com	\$ 1,224.78	DME Adobe Subscription
Crystal Davis	4-Mar-20	Metropolitan Office Products	\$ 401.94	DME Office Supplies
Crystal Davis	6-Mar-20	ACSI Translation Services	\$ 372.00	DME Translation Services

Q. 20 Credit Purchase Card Expenditures, FY2020 and FY2021

Credit and Purchase Card Expenditures, FY2020 and FY2021

Employee Name	Date of Purchase	Vendor Name	Dollar Amount	Purpose of Expenditure
Crystal Davis	9-Mar-20	Adobe	\$ 15.89	WIC Adobe Trial Subscription
Crystal Davis	9-Mar-20	Metropolitan Office Supplies	\$ 109.22	DME Office Supplies
Crystal Davis	10-Mar-20	Adobe	\$ 190.67	DME Adobe Subscription
Crystal Davis	13-Mar-20	Dell	\$ 127.15	Dell Monitor Adapters
Crystal Davis	16-Mar-20	Seaberry Design	\$ 2,075.00	WIC Professional Headshots
Crystal Davis	23-Mar-20	Adobe	\$ (15.89)	WIC Adobe Trial Subscription - Credit
Crystal Davis	13-Apr-20	US Office Products	\$ 2,276.06	DME/DCPS School Supplies
Crystal Davis	8-Jun-20	Total Office Products	\$ 182.22	WIC Office Supplies
Crystal Davis	18-Jun-20	Youth Connection	\$ 106.09	WIC Conference Fee - Bridgette Royster
Crystal Davis	19-Jun-20	National Association for Workforce Boards	\$ 1,250.00	WIC Annual Membership Dues
Crystal Davis	22-Jun-20	National Association for Workforce Boards	\$ 1,550.00	WIC Conference Fees -Ahna Smith and Suzanne Towns
Crystal Davis	20-Jul-20	Comcast	\$ 142.69	WIC Monthly Cable Subscription
Crystal Davis	25-Sep-20	Multicultural Community Service	\$ 2,864.16	WIC Translation Services
Crystal Davis	25-Nov-20	NY State Unified Court System	\$ 375.00	DME Membership Dues - Laura Harding
Crystal Davis	4-Dec-20	Stckbridge Consulting	\$ 648.74	WIC Office Supplies

Q. 20 Credit Purchase Card Expenditures, FY2020 and FY2021

Credit and Purchase Card Expenditures, FY2020 and FY2021

Employee Name	Date of Purchase	Vendor Name	Dollar Amount	Purpose of Expenditure
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Crystal Davis	10-Mar-20	Adobe	\$ 190.67	DME Adobe Subscription
Crystal Davis	13-Mar-20	Dell	\$ 127.15	Dell Monitor Adapters
Crystal Davis	16-Mar-20	Seaberry Design	\$ 2,075.00	WIC Professional Headshots
Crystal Davis	23-Mar-20	Adobe	\$ (15.89)	WIC Adobe Trial Subscription - Credit
Crystal Davis	13-Apr-20	US Office Products	\$ 2,276.06	DME/DCPS School Supplies
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Crystal Davis	20-Jul-20	Comcast	\$ 142.69	WIC Monthly Cable Subscription
Crystal Davis	25-Sep-20	Multicultural Community Service	\$ 2,864.16	WIC Translation Services
Crystal Davis	25-Nov-20	NY State Unified Court System	\$ 375.00	DME Membership Dues - Laura Harding
Crystal Davis	4-Dec-20	Stckbridge Consulting	\$ 648.74	WIC Office Supplies



Training and Skills Working Group Meeting

October 15, 2020

Meeting Agenda

- I. Welcome**

- II. Unemployment Customer Survey**
 - i. Purpose & Background
 - ii. Review of Results

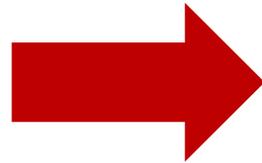
- III. Discussion**

- IV. Closing & Next Steps**

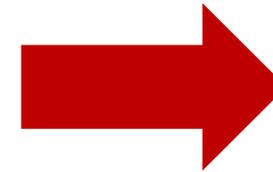
Unemployment Customer Survey: Purpose and Background

The goal of the survey was to understand more about the needs of residents in our workforce system that are currently unemployed.

The survey will build our knowledge of the specific barriers and challenges residents are facing as they seek employment.



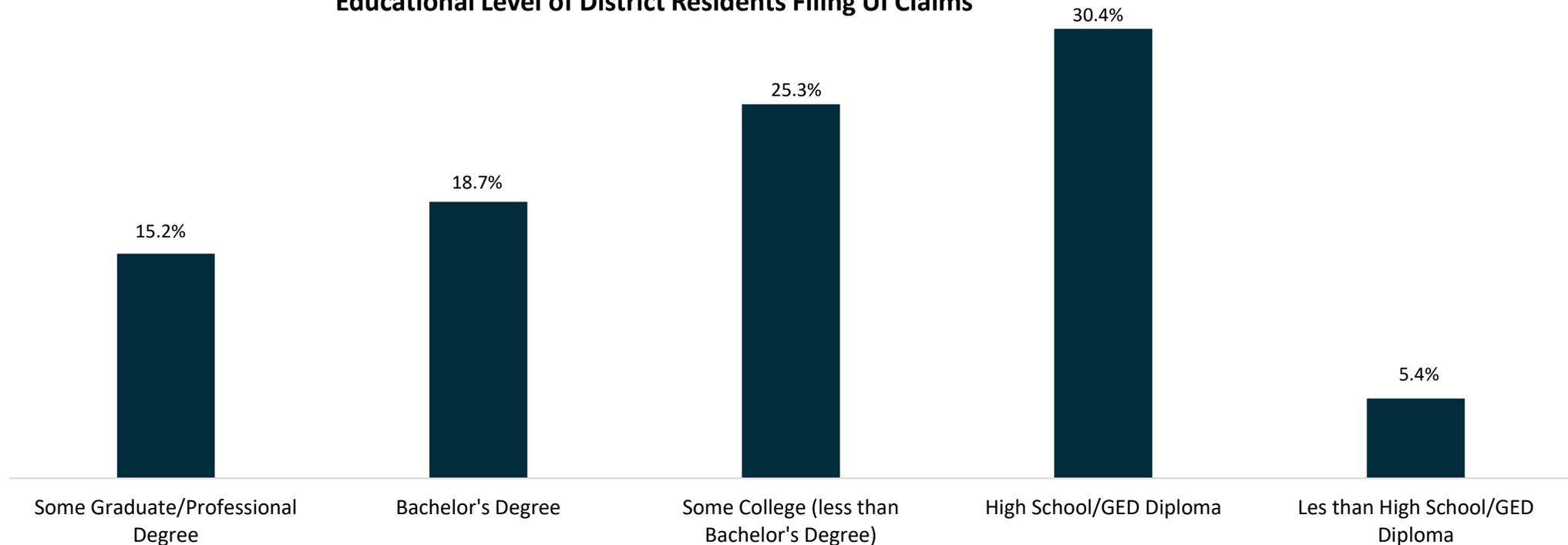
The survey will inform the type of services and supports the workforce system should provide to best meet the needs of residents.



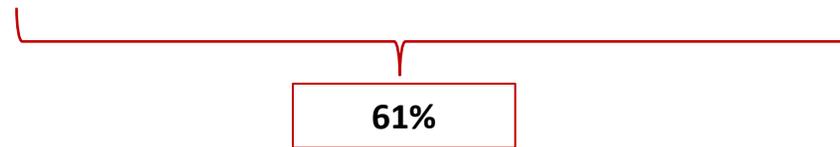
Survey results will be shared with workforce system stakeholders to identify strategies to get residents into employment opportunities.

As of July 2020, there were 64,239 unemployment insurance claims filed by District residents with 61% filed by residents with less than a Bachelor's degree.

Educational Level of District Residents Filing UI Claims



Source: DOES using District of Columbia UI claims data from July 13, 2020



Unemployment Customer Survey: Key Takeaways

3,180 residents completed the survey with all eight wards represented.

37% of the respondents identified that their household income was **less than \$25k.**

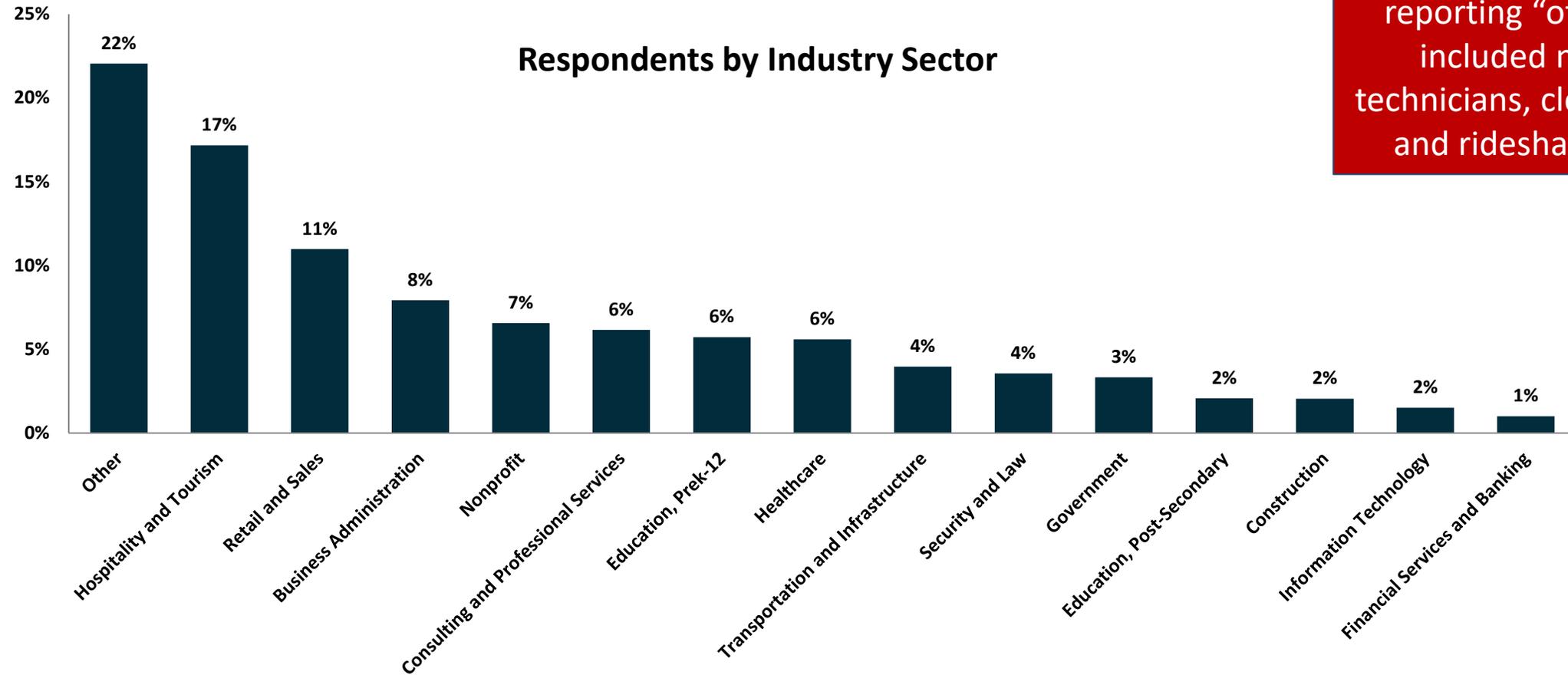
22% of respondents stated they **need to develop new skills and complete education/training to return or begin work.**

28% of the respondents identified they were in the **hospitality/tourism or retail and sales industries.**

18% of respondents identified a **need for support in accessing training.**

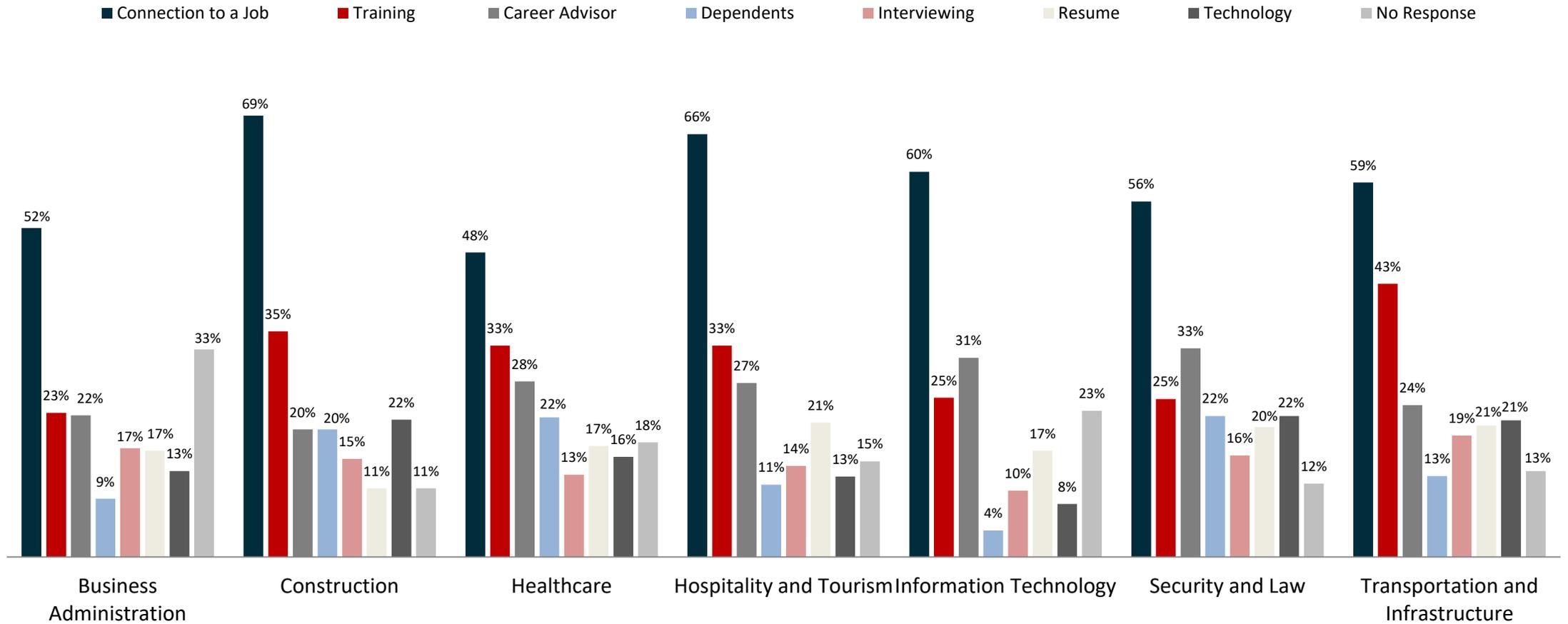
The largest percentage of respondents who selected an industry represented the hospitality and tourism or retail and sales industry sectors.

Respondents reporting "other" included nail technicians, cleaning, and ridesharing.



Across industry sector, 46% of respondents identified an interest in training. Interviewing support and technology were the least cited supports.

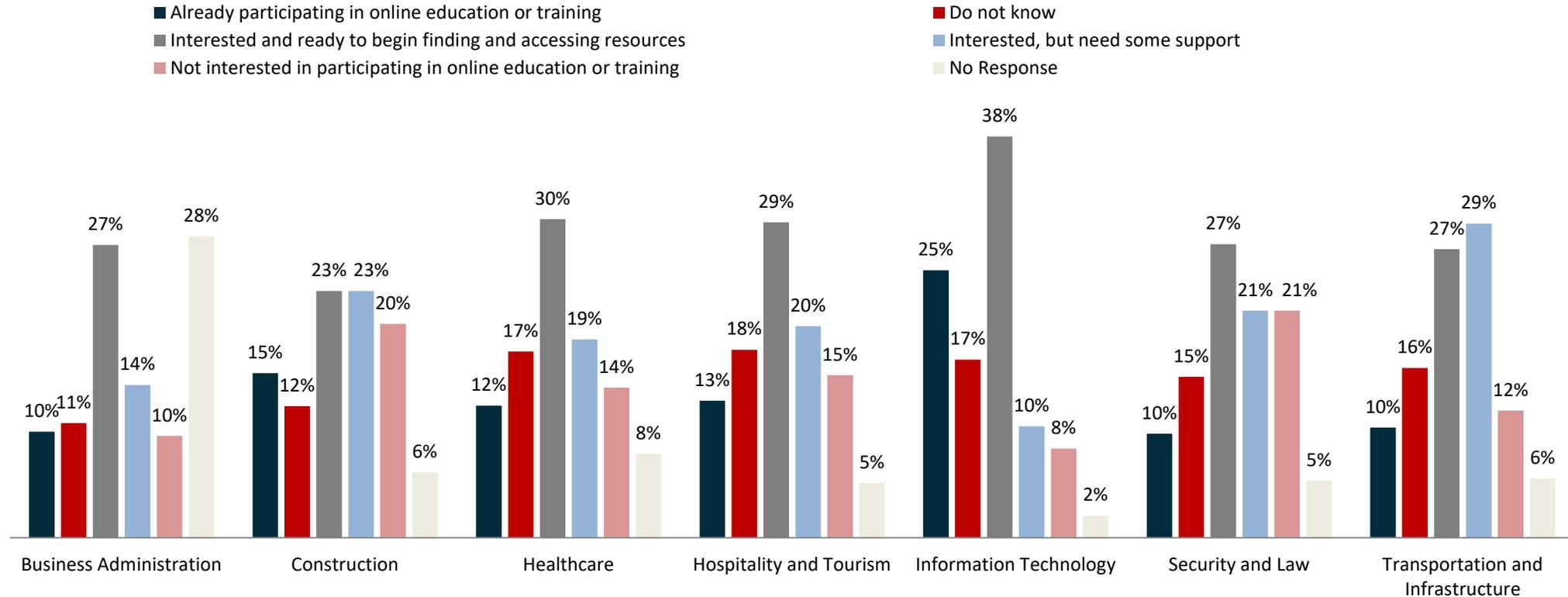
Service Interest by Industry



Source: WIC 2020 Customer Survey

Across sectors, 46% of respondents are interested in training, but 18% identified a need for support in accessing training.

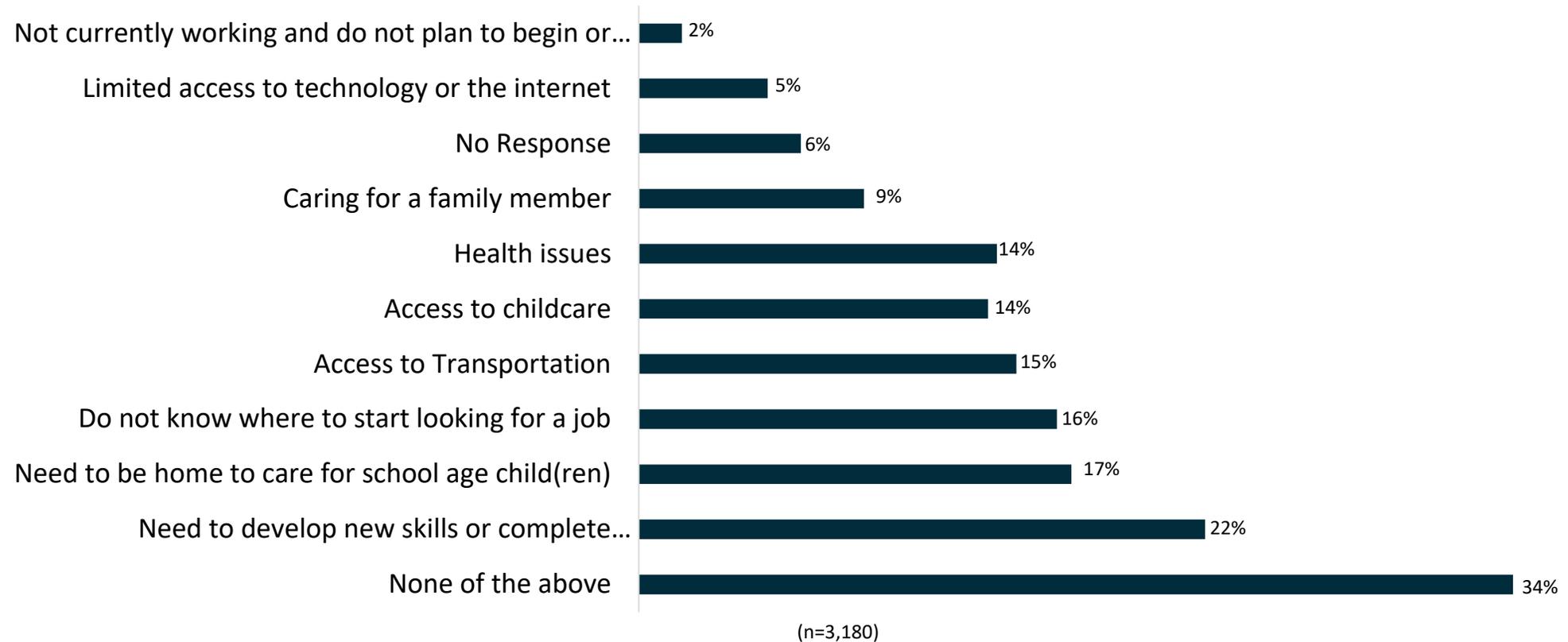
Training Interest by Industry



Source: WIC 2020 Customer Survey

22% of respondents reported they needed to develop new skills or complete education or training to successfully return to work or enter the labor force.

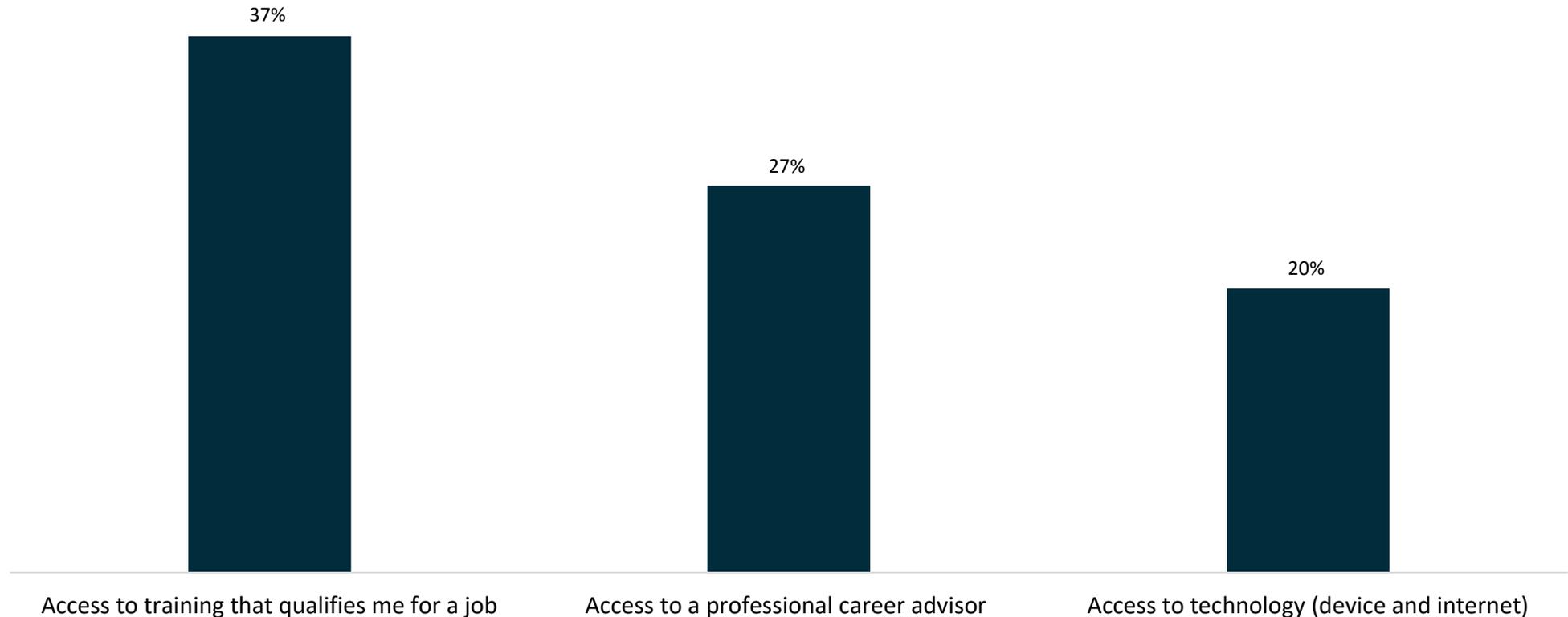
Factors Impacting Respondents' Ability to Return or Begin Work



Source: WIC 2020 Customer Survey

Residents with a household income of less than \$25k identified job training as the most commonly needed support followed by a career advisor and technology access.

Service Needs by Income (less than \$25k)

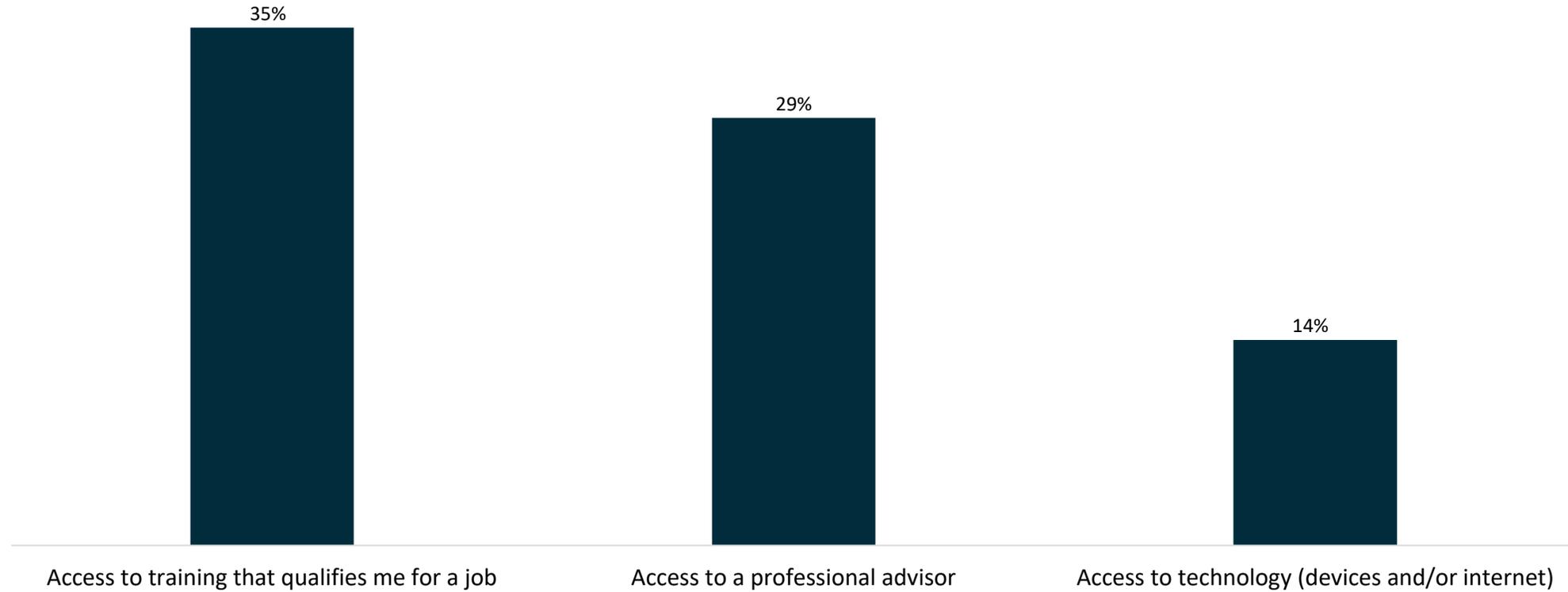


Source: WIC 2020 Customer Survey

(n=1,182)

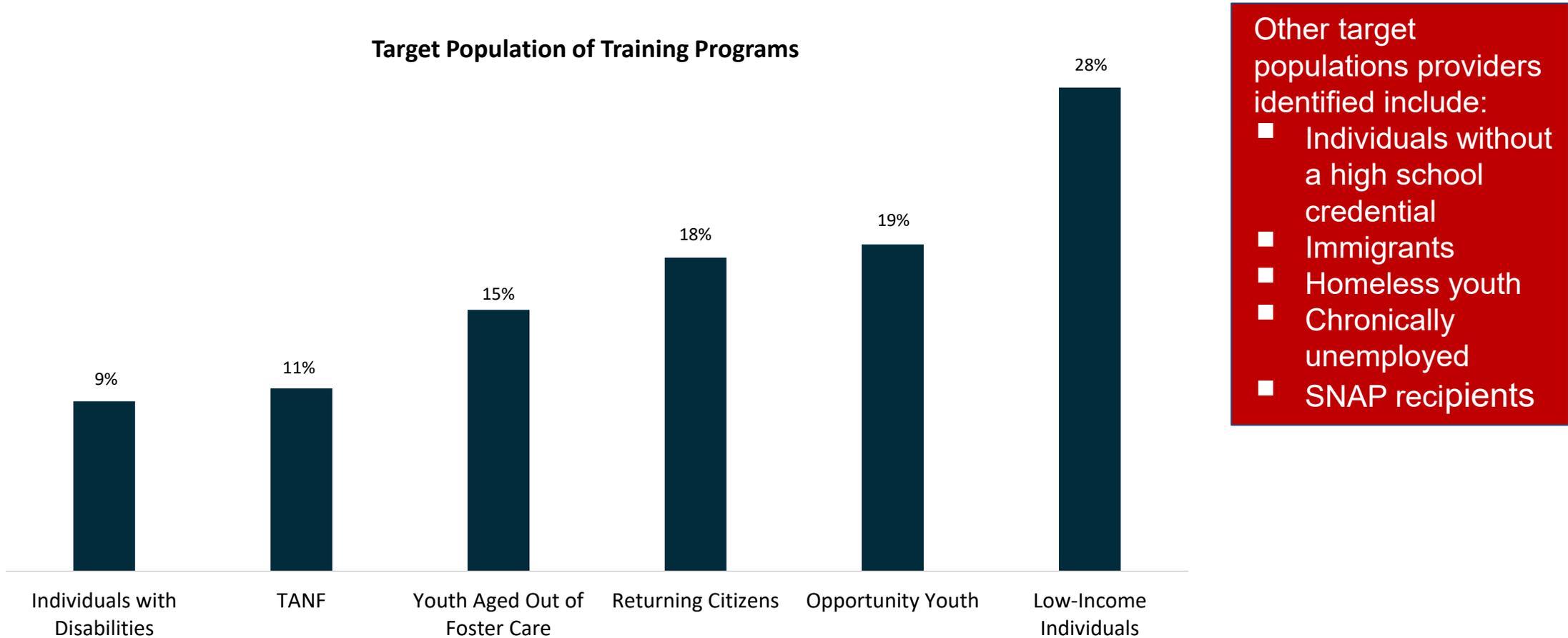
Young adults in the workforce are particularly interested in accessing training or a professional career advisor.

Service Needs by Age (18-24)



Source: WIC 2020 Customer Survey

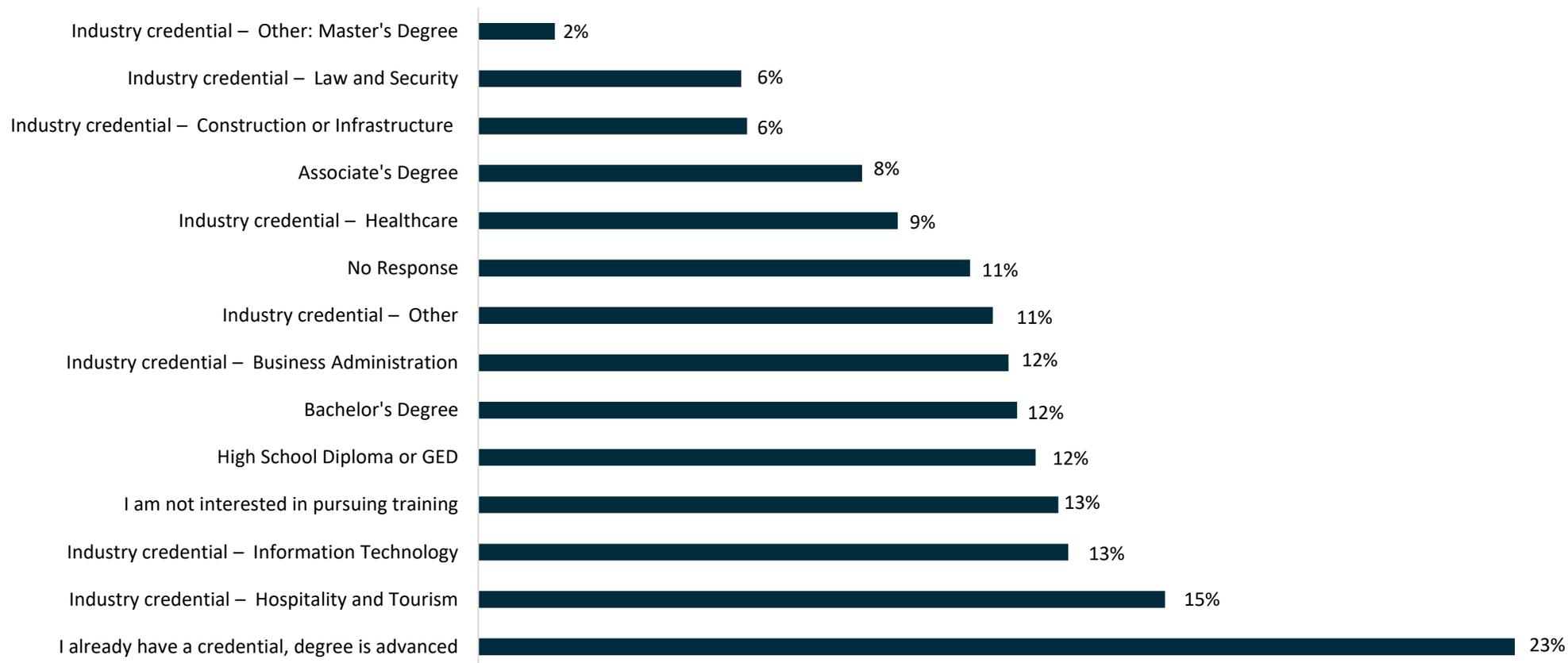
Our initial outreach to training providers this summer found that most training programs target low-income residents.



Source: June 2020 Training Provider Outreach

12% of respondents indicated that they were interested in obtaining their high school diploma or GED, while 23% reported they already have an advanced degree.

Education Interests



Source: WIC 2020 Customer Survey

Key Takeaways

18% of survey respondents are interested in pursuing training but need support in doing so.

Individuals with a household income of less than \$25k and young adults most frequently identified access to training as a need.

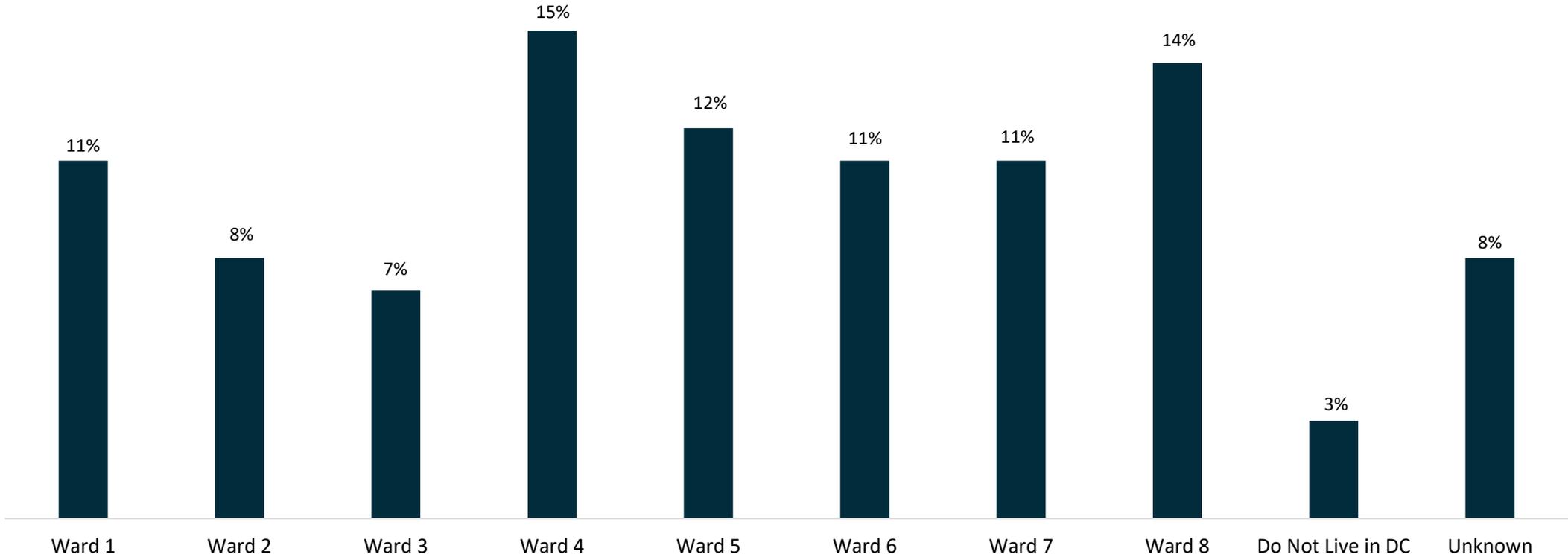
12% of respondents indicated that they are interested in obtaining their high school diploma or GED.

How should the District prioritize or shift our approach based on these results?

APPENDIX

Appendix: All eight wards are represented in the survey with the largest number of respondents from Wards 4 and 8.

Respondents in Each Ward



Source: WIC 2020 Customer Survey

Appendix: Across the DC Metropolitan Statistical Area, there continue to be opportunities for individuals seeking Zone 1 and 2 roles.

Occupation	Industry	Number of Roles	Zones
Heavy & Tractor Trailer Driver	Transportation	25,408	Zone 1
Child Care Worker	Healthcare	18,775	Zone 1
Computer Operators	Information Technology	11,871	Zone 2
Nursing Assistant*	Healthcare	5,301	Zone 2
Fast Food Cooks	Hospitality	5,279	Zone 1
Waiter/Waitress*	Hospitality	5,164	Zone 1
Security Guard*	Security and Law	4,573	Zone 2
Cashier*	Hospitality	4,197	Zone 1
Supervisor of Serving Workers	Hospitality	3,352	Zone 2
First-Line Supervisors Food Prep Workers	Hospitality	3,352	Zone 2
Host/Hostess	Hospitality	2,500	Zone 1
Food Prep & Serving Workers	Hospitality	2,356	Zone 1
Maintenance and Repair Worker	Transportation	2,209	Zone 2
Dishwasher	Hospitality	2,142	Zone 1
Bus & Truck Mechanic and Diesel	Transportation	2,002	Zone 2
Auto Services Technician/ Mechanic	Transportation	1,983	Zone 1
Bartender*	Hospitality	1,899	Zone 2
Dining Room Attendant*	Hospitality	1,878	Zone 2
Construction Laborer	Construction	1,273	Zone 1
Industrial Truck & Tractor Trailer Operator	Transportation	1,068	Zone 1
Personal Care Aide	Healthcare	1,017	Zone 1
Health Care Aide*	Healthcare	1,017	Zone 1
Industrial Machinery Mechanic	Transportation	850	Zone 2
Medical Secretary	Healthcare	785	Zone 2
Data Entry Keyers	Information Technology	100	Zone 1

* Signifies occupation also listed on this summer's priority occupation list

Zone 1 = May require high school diploma or GED, little to no experience, training is a few days to few months on the job

Zone 2 = Usually requires high school diploma or GED, some related experience, a few months to a year of training with apprenticeship or on the job

Appendix: Zone 3-5 High-Demand Occupations and Job Openings in the Metropolitan Statistical Area

Occupation	Industry	Number of Roles	Zone
Registered Nurse*	Healthcare	21,162	Zone 4
Software Developer*	Information Technology	8,090	Zone 4
Computer Systems Analyst	Information Technology	5,945	Zone 4
Licensed Practical Nurse	Healthcare	5,811	Zone 3
Restaurant Cook	Hospitality	4,832	Zone 3
Foreman/Superintendent	Construction	4,695	Zone 4
Construction Project Managers	Construction	3,870	Zone 4
Food Service Manager*	Hospitality	3,134	Zone 3
Computer User Support*	Information Technology	2,489	Zone 3
Medical Assistant*	Healthcare	2,399	Zone 3
Web Developer	Information Technology	1,861	Zone 4
Nurse Practitioner	Healthcare	1,780	Zone 5
Dental Assistant*	Healthcare	1,508	Zone 3
Teacher Assistant*	Education	1,184	Zone 3
Dental Hygienist*	Healthcare	998	Zone 3
First-Line Supervisor of Workers	Construction	825	Zone 3
Medical & Health Manager*	Healthcare	764	Zone 4
Computer Network Architect	Information Technology	651	Zone 4
Security Manager*	Security and Law	649	Zone 4
Record, Health IT *	Healthcare	538	Zone 3

* Signifies occupation also listed on this summer's priority occupation list

Zone 3 = Often requires certification from vocational school, on the job, or associate's degree, previous, work experience, one or two years of training

Zone 4 = Usually requires a four-year bachelor's degree, considerable amount of work experience, several years of work-related experience or on job

Zone 5 = Often requires graduate school, extensive work experience, assumes already have the required skills

Q. 24.2 Workforce Survey Questions

District of Columbia Recently Unemployed Survey

INTRODUCTION

To better serve our residents affected by COVID-19 and the economic downturn, the District of Columbia is seeking to understand more about the individuals identified in our system as currently unemployed. This survey will help build our knowledge of the specific barriers and challenges residents are facing as they seek employment and will inform the types of services and supports we provide to best meet the needs of residents.

Your participation in this survey is voluntary and should take no more than 15 minutes to complete. Your responses are anonymous, and neither your participation nor your responses will impact any benefits that are currently being received or that you may receive in the future. Thank you for taking the time to provide information and help us better serve you.

DEMOGRAPHICS

1) What is your age?

<Drop down selection, 18-100; must be a positive integer>

2) What is your gender? [choose one]

- a) Male
- b) Female
- c) Non-binary
- d) Prefer not to share

3) Which of the following best describes your total annual household income before taxes in the last 12 months? [choose one]

- a) Less than \$25,000
- b) \$25,000 to less than \$50,000
- c) \$50,000 to less than \$75,000
- d) \$75,000 to less than \$100,000
- e) \$100,000 to less than \$150,000
- f) \$150,000 to less than \$180,000
- g) \$180,000 to less than \$250,000
- h) \$250,000 to less than \$300,000
- i) \$300,000 to less than \$500,000
- j) \$500,000 or more
- k) Prefer not to share

4) What Ward in DC do you live in? [choose one]

- a) Ward 1
- b) Ward 2
- c) Ward 3

Q. 24.2 Workforce Survey Questions

- d) Ward 4
- e) Ward 5
- f) Ward 6
- g) Ward 7
- h) Ward 8
- i) Unknown
- j) I do not live in DC

EMPLOYMENT STATUS

- 5) What is your current employment status? [choose one]**
- a) Employed full-time
 - b) Employed part-time
 - c) Contract or temporary work
 - d) Temporarily not working due to the COVID-19 pandemic
 - e) Permanently lost work due to the COVID-19 pandemic
 - f) Temporarily not working for a reason not related to the COVID-19 pandemic
 - g) Permanently lost work for a reason not related to the COVID-19 pandemic
- 6) If different, what was your employment status as of March 1, 2020? [choose one]**
- a) Employed full-time
 - b) Employed part-time
 - c) Contract or temporary work
 - d) Temporarily not working due to the COVID-19 pandemic
 - e) Permanently lost work due to the COVID-19 pandemic
 - f) Temporarily not working for a reason not related to the COVID-19 pandemic
 - g) Permanently lost work for a reason not related to the COVID-19 pandemic
- 7) What sector or industry did you most recently work in? [choose one]**
- a) Business Administration
 - b) Construction
 - c) Consulting and Professional Services
 - d) Government
 - e) Education, PreK-12
 - f) Education, Post-Secondary
 - g) Financial Services and Banking
 - h) Healthcare
 - i) Hospitality and Tourism
 - j) Information Technology
 - k) Nonprofit
 - l) Retail and Sales
 - m) Security and Law
 - n) Transportation and Infrastructure
 - o) Other <free response>

Q. 24.2 Workforce Survey Questions

- 8) What is your most recent position title?** [free response]
- 9) Which of the following contributed to your unemployment? Select all that apply.**
- a) Requirement to provide care for a family member or dependents
 - b) Inability to get to work (no transportation)
 - c) Employer/business shut down temporarily
 - d) Employer downsized
 - e) Employer/business shut down permanently
 - f) Requirement to self-quarantine
 - g) Not applicable, currently working
 - h) Other <free response>
- 10) If you lost employment as a result of the COVID-19 pandemic, do you expect to return to work as businesses and the economy reopen?** [choose one]
- a) Plan to return to my previous employer
 - b) Unsure if my previous employer will reopen or reemploy me
 - c) Returned to job with my previous employer
 - d) Found other employment
 - e) Need to find other employment

To what extent do you agree with the following statements:

- 11) I am confident in my ability to continue to find work after the COVID-19 crisis.** [choose one]
- a) Yes
 - b) No
 - c) Unsure
 - d) No plans to work after the COVID-19 pandemic
- 12) As a result of COVID-19, I am more worried about being able to pay my rent or mortgage.**
[choose one]
- a) Yes
 - b) No
 - c) Unsure
 - d) Not applicable
- 13) As a result of COVID-19, I am more worried about being able to pay my bills.** [choose one]
- a) Yes
 - b) No
 - c) Unsure
 - d) Not applicable
- 14) I have enough food for me and/or my family** [choose one]
- a) Yes
 - b) No
 - c) Unsure

Q. 24.2 Workforce Survey Questions

BARRIERS TO EMPLOYMENT

What are potential challenges you may face as you plan to return to work?

15) Which of the following will impact your ability to return to or begin work? Please select all that apply.

- a) Access to transportation
- b) Access to childcare
- c) Caring for a family member
- d) Health issues
- e) Do not know where to start looking for a job
- f) Need to develop new skills or complete education/training
- g) Limited access to technology or the internet
- h) Not currently working and do not plan to begin or return to work
- i) Need to be home to care for school age child(ren)
- j) None of the above

16) Is your pre-COVID childcare facility open or planning to reopen? [choose one]

- a) Open and I continue to access this service
- b) Open, but my child(ren) are not attending
- c) Not yet open, but plans to reopen when it is safe to do so
- d) Do not have or expect to have access to childcare, even as businesses reopen
- k) Open but offering virtual learning and services
- l) Open and offering a hybrid (in-person and virtual) learning and services
- m) Other

DIGITAL ACCESS

What is your ability to use technology to access job search resources or online education and training?

17) Which of the following do you have reliable access to at your home? Please select all that apply.

- a) Computer with a camera
- b) Computer without a camera
- c) Headset with a microphone
- d) Tablet
- e) Cell Phone
- f) Home Phone
- g) Internet Access
- h) Printer
- i) Scanner
- j) Quiet space to complete work
- k) None of the above

Q. 24.2 Workforce Survey Questions

18) How confident are you in using the following tools?

- a) **Computer with a camera** [choose one]
 - i) Confident
 - ii) Not confident

- b) **Headset with microphone** [choose one]
 - i) Confident
 - ii) Not confident

- c) **Virtual conference tools like “Zoom”** [choose one]
 - i) Confident
 - ii) Not confident

- d) **Printer and scanner** [choose one]
 - i) Confident
 - ii) Not confident

- e) **Fax** [choose one]
 - i) Confident
 - ii) Not confident

19) On a scale of 1 to 5, how comfortable are you with returning to work or in-person education or training? [choose one]

- a) 1 (not at all comfortable)
- b) 2
- c) 3 (somewhat comfortable)
- d) 4
- e) 5 (extremely comfortable)

CAREER AND JOB SEARCH RESOURCES

Please answer the following questions to help us understand how familiar you are with career and job search resources and services, and how likely you are to use them to help you in current your job search.

20) What services do you need as you look for employment opportunities? Please select all that apply.

- a) Access to a professional career advisor
- b) Access to a technology (devices and/or internet)
- c) Help with writing a resume
- d) Help with interviewing for a job
- e) Connection to job opportunities
- f) Access to training that qualifies me for a job
- g) Help finding care for dependents

Q. 24.2 Workforce Survey Questions

21) Would you consider participating in education or job training available online? [choose one]

- a) Already participating in online education or training
- b) Interested and ready to begin finding and accessing resources
- c) Interested, but need some support
- d) Not interested in participating in online education or training
- e) Do not know

22) What type of education or training credential would you consider pursuing within the next year? Please select all that apply.

- a) High School Diploma or GED
- b) Industry credential – Business Administration
- c) Industry credential – Construction or Infrastructure (power, water, transportation, etc.)
- d) Industry credential – Healthcare
- e) Industry credential – Hospitality and Tourism
- f) Industry credential – Information Technology
- g) Industry credential – Law and Security
- h) Industry credential – Hospitality and Tourism
- i) Industry credential – Other
- j) Associates Degree
- k) Bachelor's Degree
- l) I am not interested in pursuing training
- m) I already have a credential, degree proves advanced degree
- n) Other

23) Which of the following employment resources and services are familiar? Please select all that apply.

- a) DC Networks
- b) Resources provided by the District of Columbia American Jobs Centers (e.g., career workshops, mock interviews, resume review)
- c) DC Department of Employment Services (DOES) website
- d) Third-party job search sites (e.g., Monster.com, Indeed.com, LinkedIn)
- e) Other <free response>

24) If you are familiar with these services, which did you use the last time you were looking for a job?

- a) DC Networks
- b) Resources provided by the District of Columbia American Jobs Centers (e.g., career workshops, mock interviews, resume review)
- c) DC Department of Employment Services (DOES) website
- d) Third-party job search sites (e.g., Monster.com, Indeed.com, LinkedIn)
- e) Other <free response>
- f) None

Q. 24.2 Workforce Survey Questions

25) If you used an online service to help you search for a job, how important were each of the following features? Select all that apply

- a) Advanced search options
- b) Resume builder and input tools
- c) Employer profiles
- d) Salary comparisons
- e) Other <free response>
- f) Never used or not important

We are considering additional ways we can help residents find information about available jobs. One option we are considering is creating a centralized job board, which could potentially link to all job posting and career guidance resources maintained by the District on a single website.

26) If the District created a centralized job board, how interested would you be in using it over other job search services?

- a) 1 (not at all interested)
- b) 2
- c) 3 (somewhat interested)
- d) 4
- e) 5 (extremely interested)

27) How important would each of the following features be for a District-operated centralized job board? Select all that apply.

- a) Search options
- b) Resume builder
- c) Employer profiles
- d) Salary comparisons
- e) Other <free response>
- f) Not applicable

END OF SURVEY

Thank you for completing this survey.

BUSINESS SERVICES



ENVIRONMENTAL SCAN REPORT



2020



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INTRODUCTION

Project Origin and Objectives

WIC Overview

The District of Columbia Workforce Investment Council (WIC) is a government entity, led by a majority private sector board, that is dedicated to developing a system where:

1. employers are driving the demand for training;
2. training providers are offering programs that lead to credentials and experiences that make residents competitive for high-demand occupations in high-growth sectors; and
3. District agencies and community partners provide coordinated, cohesive, and integrated services to help communities thrive.

Like a small number of other states and territories, DC consists of a single local workforce area, with multiple agencies/partners carrying out workforce activities. Given this structure, a main focus for the WIC is convening and coordinating agencies across the system to ensure alignment and a coordinated approach to delivering services.

Project Origin

The WIC, as the convener of workforce partners in the District and based on feedback from the Board and other workforce leaders, launched an environmental scan to collect and synthesize information on how workforce partners are engaging with businesses and designing and delivering business services to identify and ultimately address talent needs. This scanning effort was identified as critical to gain a more thorough understanding of the business engagement and services landscape and to identify, leverage, and expand areas of coordination. Through connecting and aligning the range of strengths and services agency partners offer businesses, greater efficiencies and effectiveness can be achieved on behalf of the District employer community. The results of this scan will feed into the creation of a District vision for business engagement and service delivery, including where coordination already exists and where there may be opportunities for further collaboration among agency partners on behalf of business customers. Advancing the vision for a more coordinated approach to business service planning and delivery is also a key focus of the District's WIOA State Plan and its Adult Career Pathways Strategic Plan, and this environmental scan is intended to be supportive of those efforts. Specifically, expanding industry sector partnerships, enhancing partners' alignment from a systems perspective, and building partner capacity system-wide were key considerations in the environmental scan effort.



Objectives

The objective of this environmental scan is to collect information about how business services are currently structured, designed, and delivered across workforce system partners in the District. This information will support the agencies' understanding of each other's work and identify opportunity areas for streamlining, resource utilization, and continued collective impact, with the ultimate goal of building a skilled pool of talent for businesses and helping connect residents to career opportunity. Key objectives include:



Gain an understanding of how system partners engage and serve businesses to identify and solve talent challenges across system partners;



Identify areas of strong connection for scaling; and



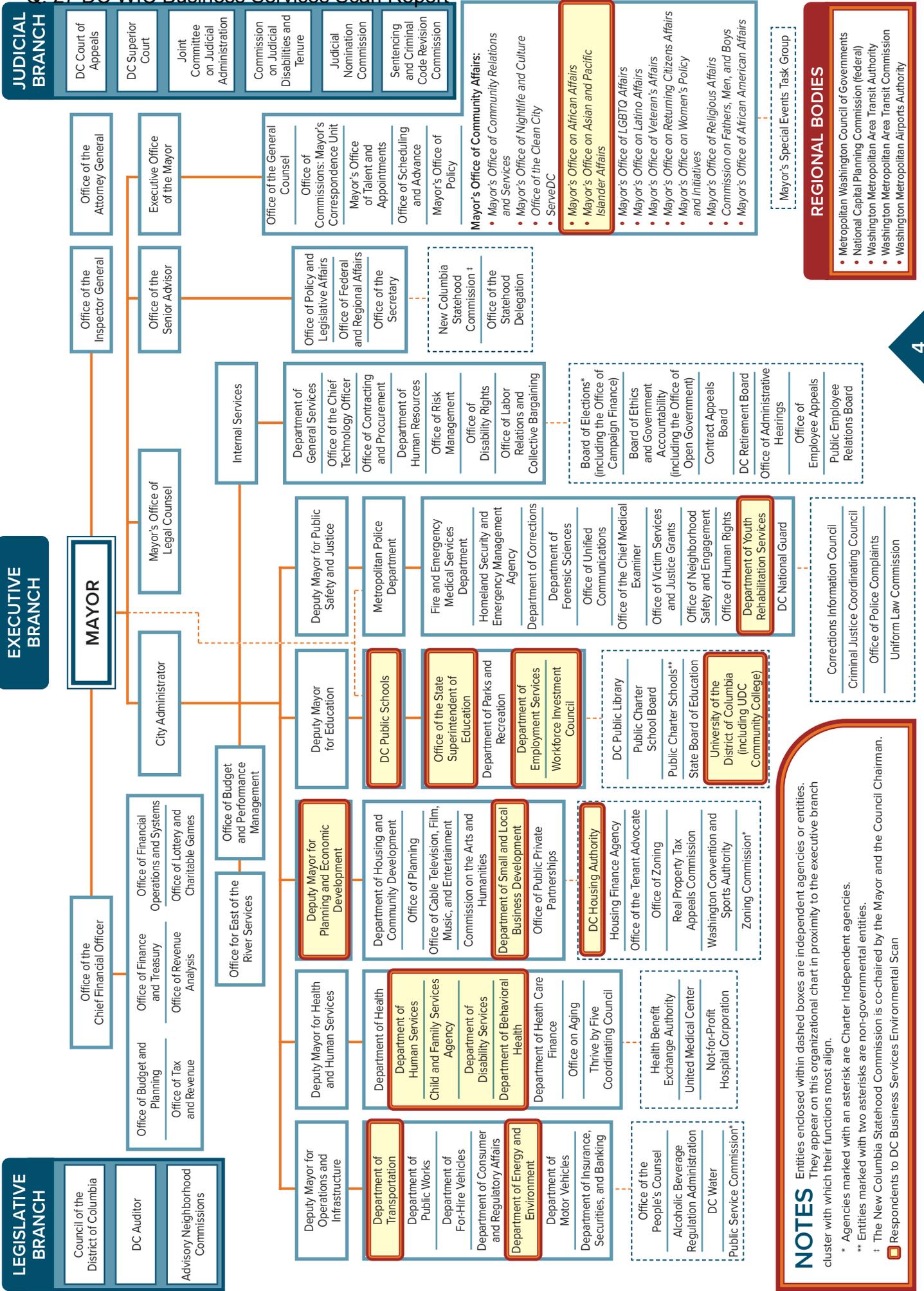
Identify opportunity areas for continuing collaboration and resource leveraging among agency partners.

Methodology

An online data collection tool was developed with questions that sought to understand the following topics from each agency:

- ★ Primary job seeker customers served
- ★ Primary services provided to business customers
- ★ Laws, regulations, and policy that govern business engagement/service delivery
- ★ Staffing structure
- ★ Target industries
- ★ Use of labor market data
- ★ Type of marketing collateral available
- ★ Use of customer relationship management (CRM) systems
- ★ Existing agency partnerships
- ★ Established goals

In late 2019 to early 2020, the tool was sent to local District government agencies believed to engage with businesses for identifying and/or strengthening talent pools, and while participation was highly encouraged, it was not mandatory. For most of the agencies, follow-up interviews, either in-person or by phone, were conducted to confirm the accuracy of the data collected in the tool. In the event that multiple representatives from one agency completed the data collection tool and/or participated in interviews, their responses were aggregated into one overall agency response.

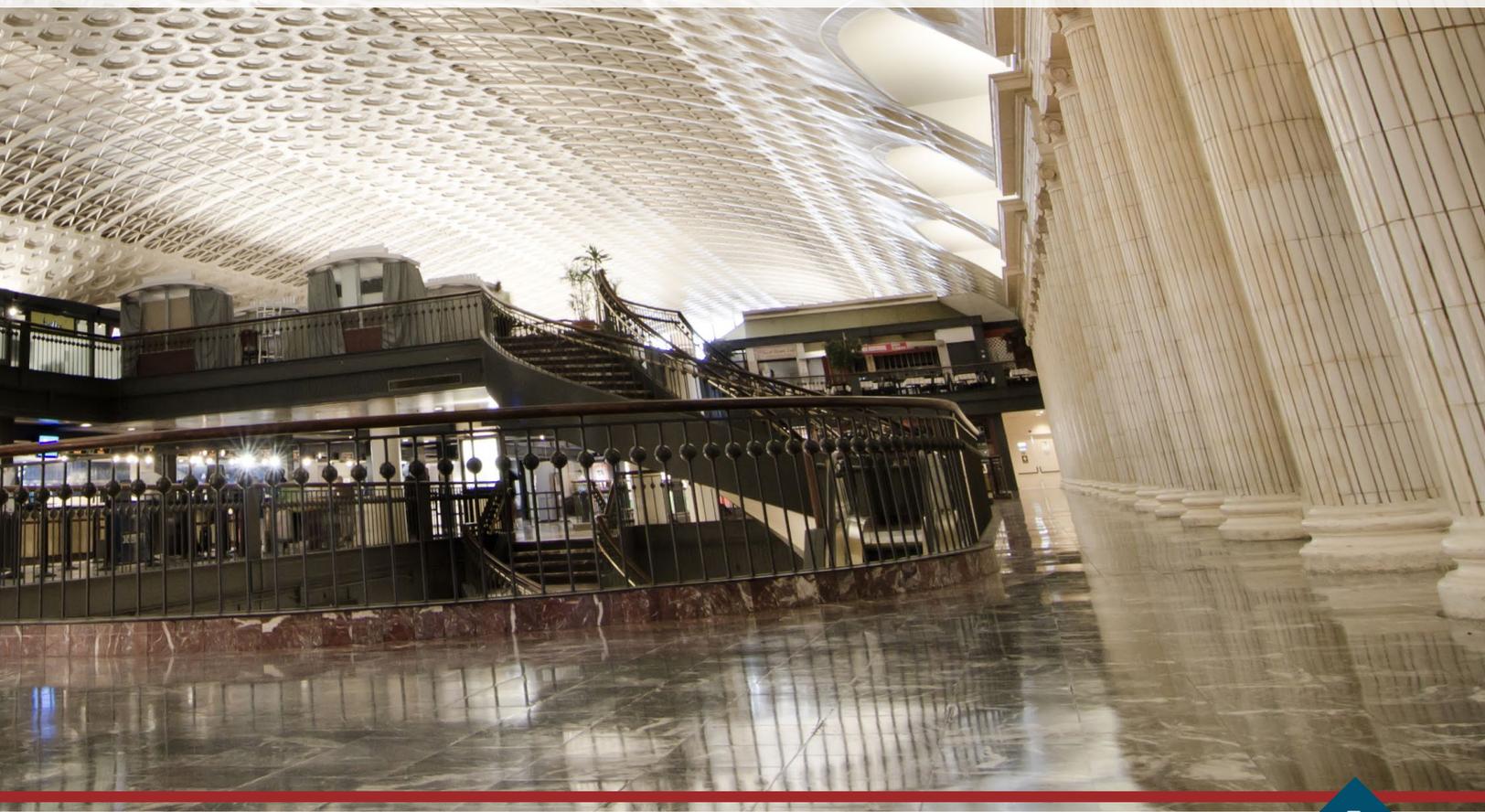


NOTES Entities enclosed within dashed boxes are independent agencies or entities. They appear on this organizational chart in proximity to the executive branch cluster with which their functions most align.

* Agencies marked with an asterisk are Charter Independent agencies.
 ** Entities marked with two asterisks are non-governmental entities.
 † The New Columbia Statehood Commission is co-chaired by the Mayor and the Council Chairman.
 ☐ Respondents to DC Business Services Environmental Scan

List of Participating Agencies:

- ★ Child and Family Services Agency (CFSA)
- ★ Department of Behavioral Health (DBH)
- ★ Department on Disability Services, Rehabilitation Services Administration (DDS/RSA)
- ★ Department of Employment Services (DOES)
- ★ Department of Energy and Environment (DOEE)
- ★ Department of Human Services (DHS)
- ★ Department of Small and Local Business Development (DSLBD)
- ★ Department of Youth Rehabilitation Services (DYRS)
- ★ District Department of Transportation (DDOT)
- ★ District of Columbia Public Schools (DCPS)
- ★ Housing Authority (DCHA)
- ★ Mayor's Office on African Affairs (MOAA)
- ★ Mayor's Office on Asian and Pacific Islander Affairs (MOAPIA)
- ★ Office of the Deputy Mayor for Planning and Economic Development (DMPED)
- ★ Office of the State Superintendent of Education (OSSE)
- ★ University of the District of Columbia (UDC)
- ★ Workforce Investment Council (WIC)



BUSINESS SERVICES

PROGRAM ANALYSIS

Primary Job Seeker Customers

The majority of the agencies consulted for this scan provide some level of services to job seekers and therefore have an understanding of the subpopulations served. In many cases, agencies themselves directly serve job seekers; in others, they provide funding through grants or contracts to organizations and programs that work directly with job seekers. Several have a more universal focus on all District residents, while many others target their services to particular populations, such as youth, the under- or unemployed, Temporary Assistance for Needy Families (TANF) recipients, Supplemental Nutrition Assistance Program (SNAP) participants, and citizens returning from incarceration. Many agencies serve job seekers that are part of multiple target populations; for example, a returning citizen may also need assistance related to obtaining employment and services to address a disability. “Other targeted populations” include a wide range, such as veterans, older individuals, youth in foster care, individuals with mental health challenges, and public housing residents.

The analysis that follows is based upon information supplied by agency representatives in their responses to the online data collection tool and/or during in-person or phone interviews. As such, while the information presented is intended to convey agencies’ self-reported primary customer groups, services, focus areas, etc., it may not be fully exhaustive.

	CFSA	DBH	DDS/RSA	DOES	DOEE	DHS	DSLBD	DYRS	DDOT	DCPS	DCHA	MOAA	MOAPIA	DMPED	OSSE	UDC	WIC
Directly serves job seekers or funds programs that do	★	★	★	★	★	★	-	★	-	★	★	★	-	-	★	★	★
All District residents	-	-	★	★	★	-	-	-	-	-	★	-	-	-	-	★	★
Under-/unemployed	-	-	★	★	★	★	-	-	-	-	-	-	-	-	-	-	★
Secondary students	★	-	-	-	★	-	-	★	-	★	-	★	-	-	★	-	★
Post-secondary students	★	-	-	-	★	-	-	-	-	-	-	★	-	-	★	★	★
Adult learners (literacy, English language)	-	-	-	-	-	★	-	★	-	-	-	★	★	-	★	-	★
TANF customers	-	-	-	-	★	★	-	-	-	-	-	-	-	-	-	★	★
SNAP customers	-	-	-	-	★	★	-	-	-	-	-	-	-	-	-	-	★
Youth/young adults	★	★	★	★	★	★	-	★	-	-	-	★	★	-	★	★	★
Persons with disabilities	-	★	★	-	★	-	-	-	-	-	-	-	-	-	★	-	★
Returning citizens	-	-	★	★	★	★	-	★	-	-	-	-	-	-	★	★	★
Other targeted populations	★	★	-	-	-	★	-	-	-	-	★	★	★	-	★	★	★



Primary Services Provided to Business Customers

A foundational goal of this scan was to understand the range of services provided by District agency partners to business customers, which most agencies directly serve. Services provided range quite widely, with the most common being screening and recruiting of job candidates, followed by hosting hiring events for businesses, posting job listings, and coordinating work-based learning opportunities like internships with businesses. Seven agencies interviewed for the scan indicated that they work with groups of employers in particular industries through industry advisory boards or industry sector partnerships.

	CFSA	DBH	DDS/RSA	DOES	DOEE	DHS	DSLBD	DYRS	DDOT	DCPS	DCHA	MOAA	MOAPIA	DMPED	OSSE	UDC	WIC
Provides services directly to businesses	★	★	★	★	★	★	★	★	★	★	★	★	★	★	-	-	-
LMI*	-	-	-	★	★	-	-	-	-	★	-	-	-	-	★	★	★
Screening and recruiting	★	★	★	★	★	★	-	★	-	-	★	-	-	-	-	-	-
Coordinating WBL opportunities including internships	★	-	★	★	-	-	-	★	-	★	-	★	-	-	★	-	-
Advisory boards/sector partnerships	-	-	-	★	★	-	-	-	-	★	-	-	-	★	★	★	★
Input on curriculum	-	-	-	-	★	-	-	-	-	-	-	-	-	-	★	★	★
Tax credits	-	-	★	★	-	-	-	-	-	-	★	-	-	-	-	-	-
Hiring events	★	-	★	★	★	★	-	-	-	-	★	★	-	-	-	-	★
Post job listing	-	-	★	★	★	-	-	-	-	-	★	★	-	-	-	-	★
Information on employment laws	-	-	★	-	-	-	-	-	★	-	-	★	★	-	-	-	★
Financing/grants /procurement support (not workforce related)	-	-	-	-	★	-	★	-	-	-	-	★	-	★	-	-	-

* In some cases, agencies publish LMI as a service to business and other customers. In other cases, agencies use LMI to inform their programs and services, ensure alignment to business needs, and/or make investment decisions.

Laws, Regulations, and Policies

that govern business engagement/service delivery

One goal of the scan was to understand the statutory, regulatory, and/or policy requirements that apply to partners' business service delivery. While several agencies reported that they do not have any specific legal or regulatory requirements that govern business engagement/service delivery, a number cited the following governing laws/regulations as applying more broadly to their programs and services. Several agencies also noted that District law, regulations, and policy apply to their work.



- ★ The Workforce Innovation and Opportunity Act
- ★ The American with Disabilities Act of 1990
- ★ The Carl D. Perkins Career and Technical Education Act
- ★ The Personal Work Opportunity and Reconciliation Act of 1996
- ★ The Federal Rehabilitation Act of 1973
- ★ Postsecondary and Career Grant-Making Authority Amendment Act of 2017 (DC Act 22-0130, Section 4052)
- ★ Other Federal laws, such as those governing SNAP



Staff Overview



Agencies provided an overview of the type of staff who provide business services, as well as their roles and responsibilities and the size of their teams. This information is useful to understanding which partners have dedicated staff for business services, which do not, and how efforts and staff resources might be best aligned. The responses indicate many different team compositions: some agencies have staff dedicated to outreach, employer engagement, and workforce development, while others do not have any business-facing staff. The size of the teams has quite a wide range – some agencies have large client services teams, and others have a smaller staff working on business engagement, community outreach, and/or partner collaboration.

CFSA

- CFSA provides employment/internship supports to youth. Specialists work with employers/businesses who are willing to offer youth work experiences to support them in building skills that would lead to long-term employment.

DBH

- DBH has nine certified Evidence-Based Supported Employment providers, who are trained using the Dartmouth Evidence-Based Supported Employment model, throughout the District.
- Each program has an Employment Manager and several Employment Specialists (depending on the size of the program). Employment Specialists each carry a caseload of no more than 20 consumers (at a time) that they job-develop for, to help consumers find competitive full- or part-time employment in the community that matches their skills, interests, and abilities. The Employment Specialists spend 65% of their time in the community, building and developing relationships with employers. Once the consumer obtains employment, the Employment Specialists work with the consumer and the employing business to provide follow-along supports to assist with maintaining employment.

DDS/RSA

- RSA has one Business Relations Specialist. The Business Relations Specialist coordinates with businesses to educate them about the services that RSA has to offer them as well as make them aware of RSA job seekers as a source of qualified talent.
- The agency also has four Employment Specialists who work in conjunction with the Business Relations Specialist and the Vocational Rehabilitation Counselors to prepare RSA job seekers for employment.

DOES

- DOES has an Office of Talent and Client Services (TCS) team, whose focus is serving District-region businesses and residents with referral and hiring assistance and employee training. The TCS Team includes:
 - **Client Services:** Operating federal programs that serve business needs in a workforce capacity.
 - **Talent Acquisition Development:** Focusing on employer engagement, hiring needs, human capital, and leveraging of resources to meet employment needs.

DOEE

- **Office of the Chief of Staff/ Human Resources Division:** Management Liaison Specialists support workforce development, training opportunities, and job placement.
- **Operations Services Administration/Green Economy Branch:** Program Analysts oversee the programmatic operations of workforce development programs and initiatives to support program development, implementation, and growth. As a note, both Solar Works DC and the Green Zone Environmental Program fall under the Green Economy Branch, and is a partnership between the Department of Energy and Environment and the Department of Employment Services.
- **Natural Resources Administration/Watershed Protection Division:** Environmental Protection Specialists manage the following programs: RiverCorps, RiverSmart Homes, and Community Stormwater Solutions Grant program. They primarily oversee programs that provide workforce development opportunities in the field of design, construction, and maintenance green infrastructure.

DHS

- Business services provided by the TANF Employment Program (TEP) and SNAP Employment and Training (SNAP E&T) are delivered through both internal staff and external providers.
 - Internal staff are assigned by program and include about 12 staff members that perform at least some business service functions.
 - Over 20 external service providers provide various types of business services.

DSLBD

- DSLBD has a number of divisions that engage with the business community in various ways:
 - The Business Opportunity division focuses on helping CBEs and local businesses better position themselves to participate in contracting opportunities offered by the District and Federal governments, as well as by the private sector.
 - DSLBD's team of business development professionals also specializes in providing technical assistance to build credit, access capital, and manage business finances.
 - Workforce issues are referred out to partners.

DYRS

- DYRS has a team of three staff members who perform external partner collaboration, skill development, and outreach.

DDOT

- DDOT has five recruiters who participate in local job fairs.

DCPS

- DCPS does not have staff members that are exclusively focused on business partnerships and services.

DCHA

- DCHA's team includes a Workforce Manager; a Case Manager/Intake Specialist, who handles intake and provides referrals; two Job Developers, one focused on general employers and the other focused specifically on Section 3 employers in partnership with the agency; and a UDC Site Coordinator, who creates the course listings each semester based on popularity and industry in the surrounding area.
- Staff are not specialized by industry sector.
- DCHA is looking at changing staff titles to be more relatable to employers.

Q. 27 DC WIC Business Services Scan Report

DMPED

- DMPED has a 10-member Business Development Team comprised of analysts, managers, and a director with various portfolios that include tech and innovation, startups, small businesses, international businesses, and mid-/large-level companies. Most team members work across target industry sectors.

MOAA

- MOAA has a Community Outreach Team that conducts culturally and linguistically tailored outreach to African-owned businesses in Washington, DC throughout all eight wards. MOAA's Community Outreach Team raises awareness of and provides information about District of Columbia Government programs, services, and activities.

MOAPIA

- Five Community Outreach Specialists conduct outreach to AAPI-owned businesses regularly to share information about government programs and services and assist with case management.

OSSE

- The Career Education Development (CED) unit currently has a staff of two: the CED Director and the CED Program Coordinator. There is also a full-time Academy Director at each campus who oversees academy business.
- The Adult and Family Education (AFE) unit does not have business-facing staff.
- The Career and Technical Education (CTE) team currently has a staff of six, none of which is fully devoted to business services. However, the State Director works with business partners on validation of academic and industry standards and certifications and one of the Program Accountability Coordinator positions focuses on supporting work-based learning for Perkins-funded CTE programs of study.

UDC

- The College of Agriculture, Urban Sustainability and Environmental Sciences (CAUSES), which offers training related to sustainability, hospitality, and food, has five to eight Teaching and Research Specialists. Staff are specialized by industry sector.
- Paving Access Trails for Higher Security (PATHS), which provides training and education for TANF recipients, has case management staff for customers, and also utilizes community-based services to provide additional services and training. PATHS business partners have industry-specific expertise.
- Workforce Development and Lifelong Learning (WDLL) employs classroom instructors, Academic Advisors for student program/class placement, Program Directors, and support staff. Total team size is 45 staff members.

WIC

- The WIC is comprised of 10 staff members and a 34-member board of leaders from business, labor, the community, and government. Collectively this group is charged with developing a demand-driven system that meets the workforce needs of business and industry, supports career development and self-sufficiency, and enhances the productivity and competitiveness of the District's workforce. The Board members either represent businesses or are administrators of agencies that engage with businesses.
- Historically, the team of 10 had a dedicated person focused on sector strategies and business engagement. This included developing industry-specific working groups that provided feedback and refined resources developed, like career pathway maps and supply and gap analyses.

		CFSA	DBH	DDS/RSA	DOES	DOEE	DHS	DSLBD	DYRS	DDOT	DCPS	DCHA	MOAA	MOAPIA	DMPED	OSSE	UDC	WIC
WIC-identified Industries	Construction	★	-	-	★	★	★	★	★	-	★	★	-	-	-	★	★	★
	Infrastructure/Transportation	★	-	-	★	★	★	-	-	-	-	-	-	-	★	-	★	★
	Hospitality/Tourism/Retail	★	-	★	★	-	★	-	★	-	★	★	★	★	★	★	★	★
	IT/Tech/Cybersecurity*	★	-	★	★	-	-	★	-	-	★	-	-	-	★	★	★	★
	Healthcare/Health Sciences	★	-	★	-	-	★	-	★	-	★	-	-	-	★	★	★	★
	Security and Law Enforcement	★	-	★	-	-	★	-	-	-	-	★	★	-	-	★	-	★
	Business Administration and Professional Services*	★	-	★	-	-	★	★	★	-	-	-	-	-	★	★	-	★
Engineering	-	-	-	-	★	-	-	-	-	-	★	-	-	-	-	★	-	-
Finance	-	-	-	-	-	-	-	-	-	-	★	-	-	-	-	★	-	-
Maintenance	-	-	-	-	★	-	-	-	-	-	★	-	-	★	-	-	★	-
Automotive	★	-	-	-	-	-	-	-	★	-	★	-	-	-	-	-	★	-
Education	★	-	★	-	-	-	-	-	-	-	★	-	-	★	★	-	★	-
Media/Communications	-	-	-	-	-	-	-	-	-	-	★	-	-	-	★	-	-	-
Environmental	-	-	-	-	★	-	-	-	-	-	-	-	-	-	-	-	-	-

* While the WIC combines IT and Business Administration as one target industry, we have separated them here as some other agency partners focus on one or the other but not both.

Many agencies are focused on target sectors that are critical to the District economy. Engaging with employers at an industry scale supports the surfacing of common needs and potential shared strategies for meeting those needs in job seeker service delivery (for example, focused efforts on job seeker barrier mitigation). Surveyed agencies provided insight into the various target industries in which they focus their efforts and/or have developed partnerships with businesses. Many agencies indicated that their target industries align with the target industries identified by the Workforce Investment Council: IT and Business Administration; Security and Law Enforcement; Infrastructure and Transportation; Construction; Healthcare; and Hospitality. Some agencies reported operating programs in target industries, and others reported additional criteria for business partnerships (besides target industry), such as geographical location or program participant eligibility.

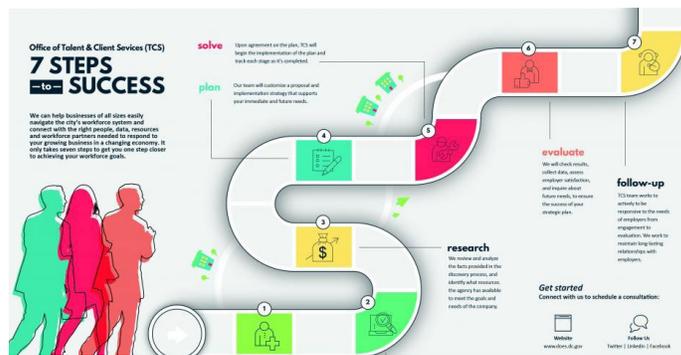
Labor Market Data

The District’s Adult Career Pathways Plan emphasizes the need to use labor market information (LMI) in an ongoing manner to stay abreast of workforce trends and dynamics and to ensure that career advising and education and training services are aligned accordingly. While some of the agencies surveyed indicated that they do not use labor market information or did not provide responses to this survey question, most agencies consult at least one form of LMI. From a geographical perspective, most of these agencies consult District-only data, Ward-specific data, or Metropolitan Statistical Area data. Agencies that use LMI consult a variety of sources. Some are federal, like the U.S. Bureau of Labor Statistics and the U.S. Bureau of Economic Analysis; some District-generated, as that from the DC Department of Employment Services and the DC Office of the Chief Financial Officer. Several agencies indicated that they rely upon employer-provided information in addition to traditional LMI sources.

		CFSA	DBH	DDS/RSA	DOES	DOEE	DHS	DSLBD	DYRS	DDOT	DCPS	DCHA	MOAA	MOAPIA	DMPED	OSSE	UDC	WIC
Geography	Ward-Specific Data	-	-	-	★	★	-	-	-	-	-	★	-	★	-	-	-	-
	District-Only Data	-	-	★	★	★	★	-	★	-	-	-	★	★	-	-	★	★
	Metropolitan Statistical Area Data	-	-	-	★	★	-	-	-	-	★	-	-	-	-	★	★	-
	National Data	-	-	-	★	★	-	-	-	-	-	-	-	-	-	-	★	-
Data Source	U.S. Bureau of Labor Statistics Data	-	-	-	★	★	★	-	-	-	-	-	-	-	★	-	-	★
	U.S. Bureau of Economic Analysis Data	-	-	-	★	-	-	-	-	-	-	-	-	-	★	-	-	★
	DC Department of Employment Services Data	-	-	-	★	-	★	-	-	-	-	-	-	-	★	-	★	★
	DC Office of the Chief Financial Officer Data	-	-	-	★	-	-	-	-	-	-	-	-	-	★	-	-	-
	DC Workforce Investment Council High-Demand Industry Sector and Occupation Data	-	-	-	★	-	★	-	-	-	-	-	-	-	-	-	★	★
	EMSI Data	-	-	-	★	-	-	-	-	-	-	-	-	-	-	★	★	★
	Employer-Provided Data/Info	-	-	-	★	★	-	-	-	-	-	-	-	-	★	★	-	-
Do Not Use or Not Provided	☆	☆	-	-	-	-	☆	-	☆	-	-	-	-	-	-	-	-	

Marketing Collateral

As part of the scan, agencies were asked to share example of their business-facing outreach and marketing material. Marketing collateral has been developed by a number of respondent agencies to assist with outreach efforts. Many agencies are using mediums such as websites, brochures, social media, flyers, and one-pagers to share their message. Others are in the process of identifying marketing experts to guide the development of materials. Examples of collateral were provided by agencies, and several are highlighted at right.



WASHINGTON, DC HOSPITALITY

The hospitality industry is one of DC's strongest sectors, supporting more than 850,000 jobs in DC as of May 2017 – up nearly 6% from 2016. This diverse sector includes roughly 100 hotels with 20,000+ rooms, 2,000+ restaurants, and 45 performing arts venues with more than 23,000+ seats.

WHY HOSPITALITY INNOVATION COMPANIES CHOOSE DC

- Global market and connectivity: DC hosted 22 major events in 2016, a 20% increase from 2015. Last year, 100+ DC-based meetings, and conferences in 2016 and continuing efforts to make DC a premier meeting destination.
- Large customer base: In addition to DC's 700 hotels, the DC metro area is home to the corporate headquarters of leading brands, Microsoft, Amazon, and Intel among many others.
- Accessibility and infrastructure: DC is accessible to 9 airports that serve 48 international and 100+ domestic destinations, including long-haul routes, and is served by the nation's largest transit system.
- Culture of hospitality entrepreneurship: DC has a well-developed ecosystem and is uniquely positioned to attract, grow, and sustain hospitality startups and entrepreneurs. From DC-based startups to national brands, the DC metro area is a hub for hospitality innovation.

FREE / LOW-COST JOB TRAINING PROGRAMS FOR DC RESIDENTS

UIC-CC Workforce Development & Lifelong Learning Program	OSSE Integrated Education and Training (IET)	DOES Light Training Provider List (LTPs)	DOES DC Infrastructure Academy
The UIC-CC Career Center provides DC residents with all skills, training and support they need to enter the workforce.	Integrated education and training (IET) allows for earning a certificate, diploma, or associate degree while attending school. Training is provided for a variety of careers in the DC metro area.	DOES provides a variety of free courses and training programs that will help you gain the skills you need to enter the workforce.	DC Infrastructure Academy provides training and support for DC residents seeking to enter the infrastructure industry.
Courses / Industries	Business Administration and IT, Computer Science, Hospitality, Information Systems, and Law Enforcement.	Healthcare, Hospitality, Tech, Construction, and Career Skills.	Construction, Law Enforcement, and IT.
Locations	14 different locations in Ward 1A, 1B, and 2.	12 different locations in Ward 1A, 1B, and 2.	12 different locations in Ward 1A, 1B, and 2.

GRID ALTERNATIVES

How Solar Works

Solar electric systems, also called PV systems, use sunlight to produce electricity. Here's how:

- Sunlight activates the panels, producing electricity.
- Electricity passes through an inverter and is converted to usable power.
- The inverter sends power to your house. Anything you don't use is transferred to the power grid.
- The meter runs backwards and you save up to 50% on your electric bill.

Your questions answered!

Career Prep Programs

DC Career Ready Training

DC Career Ready Training is a program that provides DC residents with the skills and training they need to enter the workforce. The program is free and open to all DC residents.

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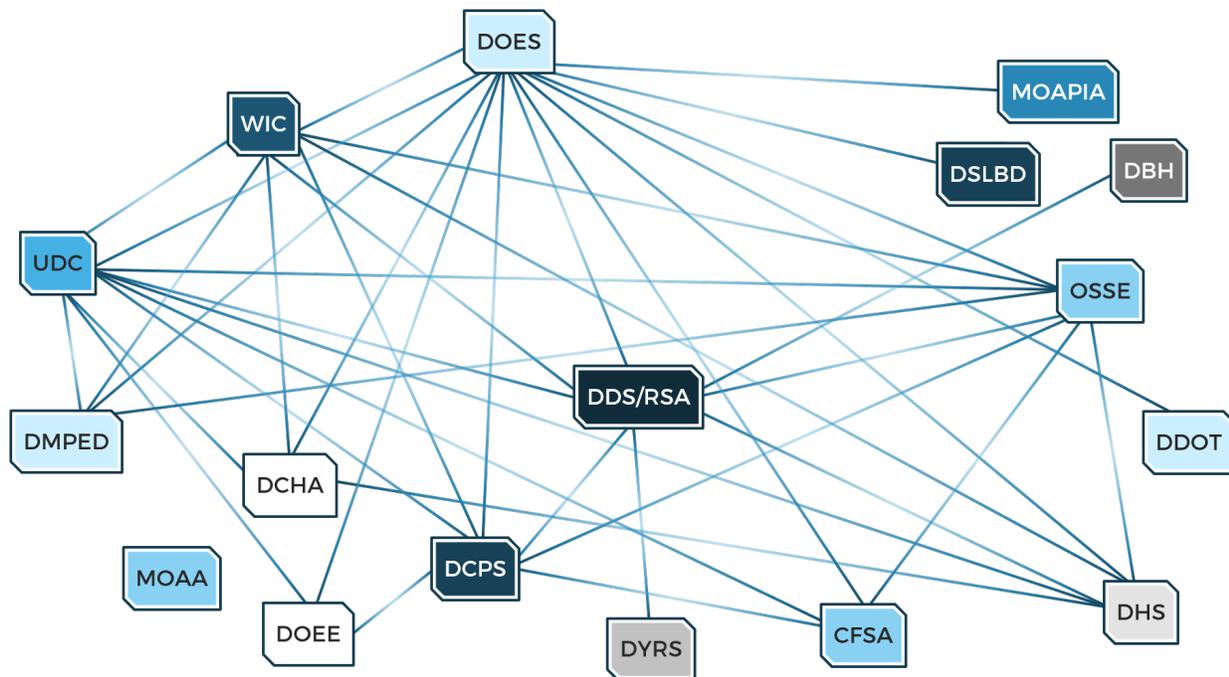
Customer Relationship Management (CRM) System

Coordinating business contacts among multiple partners is a critical component of integrated and coordinated business service delivery. Customer relationship management systems, shared among partners, are a useful tool in this effort. Agencies were asked about the extent to which they use CRM systems to track and manage their business customer outreach, engagement, and service delivery. The majority of agencies do not use formal CRM systems (such as Salesforce or Zoho); instead, many use internal databases for tracking.

	CFSA	DBH	DDS/RSA	DOES	DOEE	DHS	DSLBD	DYRS	DDOT	DCPS	DCHA	MOAA	MOAPIA	DMPED	OSSE	UDC	WIC
Salesforce	-	-	-	-	-	-	★	-	-	-	-	★	★	-	-	-	-
Smartsheet	-	-	-	-	-	-	-	-	-	-	-	-	-	★	-	-	-
Internal Databases	-	★	★	-	★	-	-	-	-	-	-	-	-	-	-	★	★
Investigating or Building a CRM System	-	-	-	★	-	-	-	-	-	-	-	-	-	-	★	-	-
No Formal CRM System	★	★	★	★	★	★	-	★	-	-	★	-	-	-	★	★	★
No Answer or Did Not Discuss or Provide	-	-	-	-	-	-	-	-	☆	☆	-	-	-	-	-	-	-

Agency Partnerships

A main goal of the environmental scan effort was to understand the extent to which District agencies are partnered with one another relative to business service planning and delivery, and, by extension, job seeker service delivery aligned to business needs. Surveyed agencies were asked to provide information on their existing collaborative partnerships with other District agencies. Partnerships in this case may encompass a range of relationships, including partnerships established in laws like WIOA, referral and service provision partnerships, funding or contractual relationships, less formal networking partnerships, and others. However, the partnerships shown below are those that agencies indicated are relatively regular in nature, as opposed to ad hoc interactions. The network graphic below maps these varied relationships and highlights interconnectivities among agencies. As can be seen, some agencies have partnerships with a large number of other agencies; others' partnerships may be more targeted in nature. It should also be noted that some responding agencies indicated that they have relationships with non-agency organizations not shown on this map, such as PEPCO and WMATA and the DC Chamber.



Business Service Delivery Goals

Agencies consulted for this scan indicated that they have a wide variety of goals. Some of these goals are more focused on measuring processes and outcomes for job seekers or other individual customers; others are more directly focused on measuring processes and outcomes for business customers.

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
CFSA	To expose clients to job shadowing opportunities	To connect clients to meaningful internship opportunities	To connect clients to permanent employment	-	-
DBH	Percentage of time spent in the community job developing by the Employment Specialist	Number of face-to-face contacts with a person of hiring authority, etc.	How many consumers were hired	-	-
DDS/ RSA	Number of contacts made	Number of relationships maintained	Number of engagement events hosted	Number of disability awareness education and training sessions held	-
DOES	Provide value-added employment services	Referral assistance	Hiring assistance	Employee training	Retention
DOEE	Number of businesses and institutions participating in sustainability pledges or challenges	Number of school visits, community meetings, and events where environmental and sustainability programs, activities, and initiatives are promoted	Number of social media posts and electronic communications containing environmental and sustainability engagement messaging	-	-
DHS	Job placement	Promotions	Retention	-	-
DSLBD	35% of CBE	Jobs created or retained as a result of loan programs	-	-	-
DYRS	Length of days in professional development class	Age	Gender	-	-
DDOT	No answer/Unknown	-	-	-	-
DCPS	Repeat business internship hosts	Students taking and passing industry-recognized certification	Percentage of students participating in internships	-	-
DCHA	Number of placements	Number of engagements (career fairs, etc.)	Job retention (at 30, 60, and 90 days)	Number of new partnerships with businesses	-
MOAA	Number of businesses visited per month	Number of African residents connected to jobs	-	-	-
MOAPIA	Number of businesses visited	Percentage case completion	-	-	-
DMPED	Number of businesses visited/engaged with	Customer satisfaction rates	Completion/close-out of follow-up action items	-	-
OSSE	Soliciting feedback/input on program standards and program quality	Soliciting work-based learning opportunities, including internships and apprenticeships	Job placements	Internship placement	Federal reporting
UDC	Number participated in training/month	Number certified	Number of new businesses launched	Number of customers served	-
WIC	Develop business-driven career pathway maps for high-demand occupations and industry sectors	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	Formalize and expand industry sector partnerships among business partners, District agencies, education and training providers, and professional organizations	Expand the talent pool for businesses	Increase the number of business leaders actively engaged

A MODEL REGIONAL FRAMEWORK

The business services environmental scan effort includes the development of a model framework for integrated business services and service delivery, presented in summary in this section. This framework is provided to assist District partners in conceptualizing what a more coordinated and cross-agency approach to business services might look like in the District.



The Case for Integrated Business Services

Ensuring that businesses have the qualified talent needed to thrive is vital to community and economic prosperity. An effective, streamlined, demand-driven integrated business services model is key to both understanding labor demands and adequately preparing the workforce for sustainable employment and career opportunities. No one organization can address all the needs of business, including the talent challenges of today and tomorrow. A variety of regional partners is required to provide comprehensive solutions to businesses, including practitioners from education, economic development, workforce development, community-based organizations, chambers of commerce, industry-based associations, and

labor organizations, among others.

Now more than ever, it is important to have a strong regional strategy for coordinated employer outreach and solutions to meet business demand. Low unemployment, technology-driven upskilling and re-skilling needs, and a growing gap between employer skill demands and labor supply are making government and community-based organization assets more important to solving talent needs. Multiple partners have federal and state requirements to serve business, in addition to the membership-driven services provided by regional business organizations like chambers of commerce. The risk of frustrating businesses through uncoordinated service delivery and “visit fatigue” in this landscape is high and should be mitigated through a more strategic and integrated approach.

For the purpose of this project, we define business services as the act of engaging businesses to both identify and ultimately solve their talent needs in a holistic way. Integrated business services should be a comprehensive, value-added set of strategies, activities, and partnerships designed to support and promote economic prosperity by providing valuable, coordinated solutions for the needs of businesses. In today's economy and labor market, businesses continually elevate talent challenges as their major pain-point in maintaining business productivity and rising to meet the needs of future growth.

A strong, integrated business services framework provides a partnership structure not only to address this current priority, but to prepare a region to provide solutions to other business challenges in the spheres of business retention and growth normally addressed in large part by economic development and business development partners. For this reason, and per WIOA, a successful integrated business services partnership should include both core and key partners from all the business-serving domains mentioned above.

An Ideal Framework

The ideal environment for the delivery of coordinated business services is one where industry-led, sector-based talent pipeline development is the strategic framework for service delivery, and workforce areas and primary partner organizations are organized on the basis of functional economic regions, at least for planning purposes. In this report, we aim to provide a usable, adaptable framework to help the DC Workforce Investment Council and its allied partners transform their service to businesses by providing a more coordinated approach to long-term pipeline development. This framework is provided as a starting point for partners in the District; it will necessarily need to be customized to address local needs and conditions, which is an essential component of planning for and implementation of all aspects of the framework.

The chart below provides an overview of the six foundational elements of an ideal coordinated business services system, which include:

- ★ Leadership and Vision
- ★ Organizational Structure and Partner Alignment
- ★ Data, Demand Planning, and Business Intelligence
- ★ Coordinated Business Outreach and Communication
- ★ Demand-Driven Solutions Design and Delivery
- ★ Performance Measurement, Continuous Improvement, and Sustainability

Framework Elements and Indicators

Leadership and Vision

- 1 A common regional vision and framework exists for delivery of coordinated and aligned business services.
- 2 The vision is inclusive of all partners that play a role in the regional talent pipeline from economic development, education, and workforce development, among others.
- 3 The notion of shared business client ownership and accountability is institutionalized across agencies, partners, and programs.
- 4 Leadership buy-in exists across partnerships for demand-driven, coordinated services that result in and are driven by shared performance goals and outcomes.
- 5 Regional champions are leveraged to proliferate unified business services approaches and lead implementation of the agreed-upon vision and framework elements.

Organizational Structure and Partner Alignment

- 1 The regional partnership structure includes all business-serving organizations.
- 2 A regional staffing structure with clearly defined roles and responsibilities is in place to guide, implement, and sustain this work. This structure supports both day-to-day business outreach/solutions with individual employers and regional industry sector partnerships.
- 3 Shared goals and processes for serving businesses are reflected in partners' strategic plans, policies, programming, and funding investments. Funding and efforts are braided for maximum leverage and impact.
- 4 All regional partners understand how their role contributes to the regional vision for integrated business services and embody the coordinated regional approach to service delivery adopted by leadership.

Data, Demand Planning, and Business Intelligence

- 1 Quality, regionalized labor market information is consistent and accessible to all partners.
- 2 Regional staffing and expertise exist to support accessing and interpreting traditional and real-time labor market information.
- 3 All business services representatives have a clear understanding of the region's overall business and economic climate, including key industries, business lifecycles, workforce trends, and potential skill gaps.
- 4 Partners use shared data as they approach and work with business and there is consensus among partners on key target industries, critical occupations, etc.
- 5 Business services teams are qualified to help businesses determine their current and future job openings by obtaining and analyzing individual and industry-wide growth projections directly from businesses. This primary demand-planning data helps to create an accurate picture of both current and future talent and skills needs.
- 6 Business intelligence—or direct feedback from businesses—is managed across key partners through a customer relationship management (CRM) or similar system. All partners have access and know both how to use it and how to maintain quality and consistency.
- 7 Business services representatives (across partners) have processes and tools in place to share business intelligence for coordinated solutions design and implementation, and to strategize follow-up.

Coordinated Business Outreach and Communication

- 1 There is a universally adopted, shared message for communicating to the business community the vision and strengths of the region's integrated business services system.
- 2 Comprehensive services being presented to businesses are not siloed or menu-driven but focus on delivering solutions to expressed business needs.
- 3 Messaging centers around concepts important to businesses, including how these services will impact profitability and productivity. Business services representatives consider what messaging will resonate with their audience as they work with different business representatives (HR leaders, CEOs, operations managers, etc.).
- 4 There is a consolidated brand for business solutions delivery, and it is embraced by all partners that serve businesses.
- 5 Efforts are made to minimize duplicative outreach and employer engagement and leverage partnerships to represent the full spectrum of services available to business.
- 6 Business outreach/solutions representatives are adept at collecting all key business needs and relevant information when meeting with businesses, not just the information that pertains to their organization's programs and goals. This approach minimizes duplicative outreach, maximizes their interaction, and provides partners with referrals for the sake of comprehensive, all-encompassing solutions.

Demand-Driven Solutions Design and Delivery

- 1 Roles and responsibilities, as they relate to service delivery and follow-up, are understood and embraced by all partners. Coordination and planning across partners occur regularly throughout solution implementation.
- 2 The multi-partner business services team operates as a cohesive unit when interacting with business, regardless of organization, program, or funding source.
- 3 Business outreach/solutions representatives have the skills needed to build meaningful partnerships with businesses, both individually and in the context of multi-business industry sector partnerships. These relationships are built on trust, expertise on business needs, awareness of regional assets, and a proven track record.
- 4 A regional asset map has been created that details all assets, programs, services, resources, etc. provided through the regional business services partner network. This resource is regularly maintained to ensure accuracy and identify potential gaps.
- 5 There is understanding about which services and assets are consistently and uniformly available across the region, versus those specialized assets that are adapted to reflect unique local environments or needs.
- 6 There is an understanding of the natural progression and mobility of workers (e.g. career pathways) in all targeted industries and occupations. This understanding is a direct result of communication with and validation from business partners.
- 7 A full suite of innovative, integrated, demand-driven, and business-focused programs and services are provided to meet business challenges and are delivered through a coordinated implementation plan.
- 8 There is an emphasis on effective demand-driven training and work-based learning strategies to improve the talent pipeline.
- 9 Business services representatives represent "the whole" when in front of businesses and exhibit a "no wrong door" approach to accessing solutions. Solutions regularly include partner resources and coordination through warm hand-offs—or referrals—and coordinated service strategy.

Performance Measurement, Continuous Improvement, and Sustainability

- 1 Coordinated cross-partnership measures (i.e. quantifiable goals that both include and go beyond WIOA measures) have been developed around engaging and serving businesses.
- 2 A process exists for continuous multi-partner assessment, reflection, root-cause analysis, and process improvement of services.
- 3 Leadership buy-in exists across partnerships for shared performance goals and business solutions outcomes.
- 4 Cross-agency training, technical assistance, and promising practice sharing are in place to ensure all partners are aware of and can deliver solutions inherent in this type of approach. This promotes increased capacity and ongoing professional development for sustainability of integrated services.



RECOMMENDATIONS

The following recommendations should be considered as a step-by-step process which will move partners closer to alignment with each subsequent step.

1 *Develop a joint vision for business services in the District of Columbia*

As a result of this scan, participating agencies understand more about each agency's role, resources, and approach to providing business services. The next step is to develop a joint vision for coordinated business services in the District that articulates collaboration in such a way that all parties can support a business engagement process that eliminates multiple contacts and presents a "coordinated" system to businesses. The vision should be articulated

in an agreement that all agencies sign. The vision should identify a backbone organization to coordinate the work of the group as well as spell out the roles and responsibilities of each agency.

In addition to the four core WIOA partners and other District agencies, other stakeholders should be involved in the process to provide context, inform and help shape the vision for business services, and garner support for the effort. In addition, it is critical to identify and include business champions to ensure that the vision and subsequent planning are aligned with true business needs.

2 *Embed the vision for coordinated business services in policy and planning initiatives*

There are a number of current policy and planning initiatives underway at the District-level which support further work in the area of business services. The WIOA planning that all partners are engaged in, plus the Expenditure

Guide and the Adult Career Pathways Strategic Plan, all support the concept of a coordinated system. It is important to ensure that the vision of coordinated business services (and subsequent framework) is incorporated into and supported by all related initiatives. One possible way to do this would be to develop a communication document for sharing information about the vision (and ongoing work) as well as ensuring that the staff involved in these other initiatives are well versed and can articulate the coordinated services vision.

3

Create a framework for coordinated business services

Once there is consensus on the vision for business services, the same group needs to work to develop a framework which will outline a coordinated approach to service provision including the following key elements:

- ★ A sectors-based and business-driven approach –The work of the coordinated business services team should align around the industry sectors identified in the state WIOA plan, which should also align with the sectors identified by the District’s economic development organization. Participating business champions should drive the design of the framework.
- ★ From transactional to transformative – Much of the current work with businesses across the District are based on a transactional approach – processing job orders, coordinating on-site recruitment events, and more. While these tasks will continue to be important components of service delivery, the overall engagement of businesses should take on a transformational focus that provides a platform for regular and ongoing dialogue.
- ★ Regional in nature – While services first need to be organized and coordinated within the District proper, service delivery should ultimately and ideally be regional in nature and coordinated with across state boundaries to ensure a cohesive and coordinated approach.
- ★ Consideration of federal statutory mandates – Because some agencies have a federal mandate to provide specific, related services, and these federal requirements are spread across agencies, coordination is a bit more difficult and thus needs to be taken into account when developing the District framework.
- ★ Coordinated approach – The framework should describe a coordinated approach to business services and suggest a process for determining which partner is going to serve as the point of contact for particular businesses/industries and how the point of contact will coordinate with other partners to meet business needs. In addition, consolidating and coordinating advisory boards and sector partnerships should be discussed as a way to provide a “one-stop shop” for industry issues.
- ★ Co-located staff – Continue efforts to co-locate in one-stop centers to ensure maximum coordination between partners.
- ★ Policies that each agency will adopt, including coordinated program and staff performance measures. This may mean that existing policies/procedures need to be reviewed and revised to ensure alignment.
- ★ It is critical for key non-profit partners who are very involved in workforce services and those that engage directly with businesses to be engaged in the creation of the framework.

4 *Ongoing asset mapping and training for all partner/agency staff*

This scanning effort has collected valuable information about current business services; however, it is not exhaustive. A deeper assessment of all assets, programs, services, and resources provided through the region would be valuable for effective understanding and coordination of services.

Additionally, training on how to work with businesses is an important skill set. It is critical that all partners involved in providing business services have the same knowledge base and approach to working with businesses. An additional training component to consider is cross-training across programs. If business services staff are going to feel comfortable allowing another program to represent them with businesses, then they need to know that the partner really understands what they have to offer.

5 *Provide a single, District-wide customer relationship management system that can be used by all partners*

The systemized use of a single, District-wide customer relationship management system that all partners can participate in is critical to the success of truly coordinating business services. Partners should share information about their business contacts in order to effectively coordinate services, minimize duplication, and understand the current status of the business's engagement with the workforce system.

6 *Articulate the vision, framework, and contacts in marketing collateral*

The District should develop core collateral which articulates the shared vision for business services, outlines the framework, and provides contact information for lead points of contact.

CONCLUSION

The information collected as a result of this scan enhances each agency's understanding of other agencies' work and allows for identification of opportunity areas for streamlining and alignment. Leveraging what is known about key components of effective integrated business services from around the country, coupled with current initiatives and areas of opportunity within each agency, provides a strong foundation on which partners can begin dialogue around the next steps identified in the Recommendations section to realize a vision for coordinated business services in the District of Columbia.

EMPLOYMENT AND TRAINING ADMINISTRATION ADVISORY SYSTEM U.S. DEPARTMENT OF LABOR Washington, D.C. 20210	CLASSIFICATION WIOA
	CORRESPONDENCE SYMBOL OPDR
	DATE February 6, 2020

ADVISORY: TRAINING AND EMPLOYMENT GUIDANCE LETTER NO. 11-19

TO: STATE WORKFORCE AGENCIES
STATE WORKFORCE ADMINISTRATORS
STATE WORKFORCE LIAISONS
STATE AND LOCAL WORKFORCE BOARD CHAIRS AND DIRECTORS
STATE LABOR COMMISSIONERS
STATE LMI DIRECTORS

FROM: JOHN PALLASCH 
Assistant Secretary

SUBJECT: Negotiations and Sanctions Guidance for the Workforce Innovation and Opportunity Act (WIOA) Core Programs

1. **Purpose.** Through this guidance, the U.S. Departments of Labor and Education (Departments) delineate the process for negotiating levels of performance, as required by section 116(b)(3)(A)(iv) of the Workforce Innovation and Opportunity Act (WIOA). This guidance also provides explanation of the two instances in which a state may be sanctioned for performance failure or for failure to report (section 116(f) of WIOA). Section 116 of WIOA, its implementing regulations, and this guidance govern how the Departments will determine when it is necessary to sanction a state, which is statutorily required by WIOA.¹
2. **Action Requested.** Distribute this information to the appropriate state and local staff. Please make this information available to the appropriate program, reporting, performance accountability, and technical staff.

¹ This guidance is a statement of the Departments' policy regarding the Workforce Innovation and Opportunity Act. Other than statutory and regulatory requirements included in this document, the contents of this guidance do not have the force and effect of law. This document is intended only to provide clarity regarding existing requirements under the applicable law or agency policies.

RESCISSIONS None	EXPIRATION DATE Continuing
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3. Summary and Background.

Summary – This letter provides guidance on the requirements for reaching agreement on the *negotiated levels of performance* and the application of sanctions for the states² outlined in section 116 of WIOA and its implementing joint regulations in 20 CFR part 677 and 34 CFR parts 361 and 463. This guidance supplements the guidance provided by the Departments in “Performance Accountability Guidance for WIOA Title I, Title II, Title III, and Title IV Core Programs,” issued December 16, 2016 and updated August 17, 2017, and “WIOA Annual Performance Report Submission,” issued September 11, 2017.³

Background – WIOA establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of states and local areas in achieving positive outcomes for individuals served by the workforce development system’s six core programs.⁴

Under section 116(b)(2)(A) of WIOA, there are six primary indicators of performance for which each of the state’s core programs must negotiate targets with its respective Federal agency:

- The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program (for the title I Youth program, the indicator is the percentage of program participants in education or training activities, or unsubsidized employment, during the second quarter after exit);
- The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program (for the title I Youth program, the indicator is the percentage of program participants in education or training activities, or unsubsidized employment, during the fourth quarter after exit);
- The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program;

² As stated in 20 CFR § 677.150(d), 34 CFR § 361.150(d), and 34 CFR § 463.150(d), the negotiations and sanctions process only applies to states as defined in sec. 3(56) of WIOA – each of the several states of the United States, the District of Columbia, and the Commonwealth of Puerto Rico. It does not apply to the outlying areas as defined in sec. 3(45)—American Samoa, Guam, the Commonwealth of the Northern Mariana Islands, the U.S. Virgin Islands, and the Republic of Palau.

³ See Attachment 5 – References.

⁴ The six core programs are the Adult, Dislocated Worker, and Youth programs, authorized under WIOA title I and administered by DOL; the Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II and administered by ED; the Employment Service program authorized under the Wagner-Peyser Act, as amended by WIOA title III and administered by DOL; and the Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV and administered by ED.

- The percentage of program participants who attain 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, provided that a program participant who obtains a secondary school diploma or its recognized equivalent is included in the percentage of program participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program (this indicator does not apply to the Employment Service program authorized under the Wagner-Peyser Act, as amended by WIOA title III);
- The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment (this indicator does not apply to the Employment Service program authorized under the Wagner-Peyser Act, as amended by WIOA title III); and
- The effectiveness in serving employers. The Departments determined that the Effectiveness in Serving Employers indicator will be measured as a shared outcome across all six core programs within each state to ensure a holistic approach to serving employers. The Departments will continue piloting approaches for measuring this indicator for the first two years of PY 2020-2023 Unified or Combined State Plans. Therefore, states are not required to submit an expected level of performance for the Effectiveness in Serving Employers indicator for PY 2020 and PY 2021. However, core programs are expected to collect data and select one agency to report joint results for this indicator for PY 2020 and PY 2021 as they did for PY 2016-2019 plans.

WIOA requires the Governor of each state to submit a Unified or Combined State Plan that includes a four-year strategy for the state's workforce development system and to submit a modification to that plan after two years (sections 102(c) and 103(b)(1) of WIOA). The *expected levels of performance* for each primary indicator of performance for each core program must be included in the initial submission of a Unified or Combined State Plan and in the required two-year modification of the plan (section 116(b)(3)(A)(iii) of WIOA). The approved Unified or Combined State Plan and the required two-year modification must reflect two years of *negotiated levels of performance* (section 116(b)(3)(A)(iv) of WIOA).

Additional information on the process for setting these levels of performance is provided below.

4. Negotiations and Sanctions Guidance.

Definitions of Terms

Below, the Departments provide clarification about the various terms relevant to the process of establishing levels of performance under WIOA section 116(b):

- **Expected levels of performance** are the levels of performance proposed by the state in the initial submission of the Unified or Combined State Plan and in the required two-year modification of the Unified or Combined State Plan prior to negotiations (WIOA section 116(b)(3)(A)(iii)) for each primary indicator of performance for each core program;
- **Negotiated levels of performance** are the levels of performance mutually agreed to by the state and the Department for each respective program. The negotiations process must be based on four factors described in section 4 of this guidance. These *negotiated levels of performance* must be incorporated into the approved Unified or Combined State Plan and the approved two-year modification of that Plan (WIOA section 116(b)(3)(A)(iv)) for each primary indicator of performance for each core program;
- **Adjusted levels of performance** are levels of performance determined by adjusting the *negotiated levels of performance* at the end of the program year to reflect actual characteristics of participants served and the actual economic conditions experienced using the *statistical adjustment model* (see below) (WIOA section 116(b)(3)(A)(vii));
- **Actual level of performance** is the outcome reported by a state on the Statewide Performance Report (ETA-9169 OMB No. 1205-0526) for each primary indicator of performance for each core program (section 116(d)(2) of WIOA). *Actual levels of performance* will be compared to the *adjusted levels of performance* at the close of the program year to determine the state's performance success or failure;
- **Adjustment factor** is a positive or negative difference that will be added to the *negotiated level of performance* to determine the *adjusted level of performance*. The *adjustment factor* is the difference between the estimated levels of performance predicted by the *statistical adjustment model* prior to the start of the program year and the levels of performance re-estimated by the *statistical adjustment model* after the close of the program year. This calculation will yield a positive or negative difference, which will be used as the *adjustment factor* for the program year;
- **Individual indicator score** is the proportion the *actual level of performance* represents of the *adjusted level of performance* for a single performance indicator for a single program. It is calculated by dividing the *actual level of performance* achieved by the *adjusted level of performance*;
- **Overall state program score** is the average of the *individual indicator scores* for a single WIOA core program across performance indicators;
- **Overall state indicator score** is the average of the *individual indicator scores* for a single performance indicator across WIOA core programs; and

- **Statistical adjustment model** is an objective regression model used to estimate levels of performance and *adjusted levels of performance*. Before the program year, the *statistical adjustment model* determines estimates that are used as a factor in the negotiations process. After the program year, the estimates derived from the *statistical adjustment model* are applied to the actual economic conditions and characteristics of participants served to determine the adjustment factor (WIOA section 116(b)(3)(A)(viii)). Economic conditions include differences in unemployment rates and job losses or gains in particular industries. Characteristics of participants include, but are not limited to, indicators of poor work history, lack of work experience, lack of educational or occupational skills attainment, dislocation from high-wage and high-benefit employment, low levels of literacy or English proficiency, disability status, homelessness, ex-offender status, and welfare dependency. The *statistical adjustment model* also takes into account other factors that, through empirical support, are determined to have an effect on predicting state outcomes.

The Negotiations Process Overview

WIOA section 116(b)(3)(A)(iv) requires that states reach agreement with the Departments on levels of performance for each primary indicator of performance for each of the core programs. The Departments call these agreed-upon levels “*negotiated levels of performance*,” and they must cover the first two program years of the Unified or Combined State Plan. States also are required to reach agreement with the Departments on *negotiated levels of performance* for each of the primary indicators of performance for each of the core programs for the third and fourth years of the Unified or Combined State Plan. These *negotiated levels of performance* must be incorporated into the Unified or Combined State Plan during the required two-year modification of a plan (WIOA section 116(b)(3)(A)(iv)). Attachment 3—“WIOA Negotiations/Performance Process”—illustrates the process for negotiations and determining performance success or failure, which is detailed later in this guidance. The primary indicator for the effectiveness in serving employers has not yet been defined. For this reason, the negotiations process described below does not include this indicator. States should continue to report performance on the pilot measures described in the joint performance accountability guidance (“Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Title I, Title II, Title III, and Title IV Core Programs,” DOL TEGL 10-16, change 1, OCTAE PM 17-2, and RSA TAC 17-01 dated August 2017) until this indicator is defined.

The negotiations process will proceed as follows:

- As stated above, each state must submit *expected levels of performance* in its Unified or Combined State Plan and in the two-year modification of that plan. *Expected levels of performance* for the first two years of a state plan must be submitted in the initial submission of the Unified or Combined State Plan and in the initial submission of the two-year modification of that Plan, for years three and four, as

described in 20 CFR § 677.170(a) and 34 CFR § 361.170(a) and § 463.170(a). *Expected levels of performance* must be stated to the nearest tenth of a percent (XX.X %) or to the nearest whole dollar for median earnings. States are reminded that the *expected levels of performance* proposed by states in their plan must be published for public comment prior to plan submission in accordance with state law, regulation, and policy;

- After the Unified or Combined State Plan submission, the state must negotiate and reach agreement with the respective Federal agency on the *negotiated levels of performance* for the indicators for each of the first two years of the Unified or Combined State Plan (or for the third and fourth years of the Unified or Combined State Plan during the required two-year modification process) for each of the core programs under WIOA section 116(b)(3)(A)(iv). The factors that will be taken into account during the negotiations process are described in detail below under Negotiation Factors;
- The Departments will use the *statistical adjustment model* as a tool in the negotiations process to estimate the state's levels of performance prior to the program year to help reach agreement on the *negotiated levels of performance*. The negotiation factors outlined in WIOA section 116(b)(3)(A)(v) and further described below under Negotiation Factors will be taken into account during this process; and
- Once *negotiated levels of performance* are agreed upon, the state must incorporate the *negotiated levels of performance* into the Unified or Combined State Plan and the two-year modification of that plan prior to the plan's approval (section 116(b)(3)(A)(iv) of WIOA).

Use of the Statistical Adjustment Model in the Negotiations Process

As required by section 116(b)(3)(A)(viii) of WIOA, the Departments will use the *statistical adjustment model* to ensure that the impact of participant characteristics and economic conditions in the state are accounted for in determining the *negotiated levels of performance*.

The *statistical adjustment model* will provide two major functions in performance negotiations and assessment of state performance. First, it is one of the factors used when coming to agreement on the *negotiated levels of performance*. It is used to account for the economic conditions and the characteristics of participants to be served in the state and/or local areas (section 116(b)(3)(A)(v)(II) of WIOA). Second, it will be used at the close of a program year to adjust the *negotiated levels of performance* for the actual economic conditions experienced and actual characteristics of participants served (section 116(b)(3)(A)(vii) of WIOA); these are the *adjusted levels of performance*.

The Departments recognize that the use of the *statistical adjustment model* is a new requirement for the core programs and believe that it will be critically important to the WIOA performance negotiations process. As more data become available, the Departments will periodically review the model and refine it as necessary. State performance will be assessed using the iteration of the model used to negotiate the levels of performance for that program year.

Negotiating Levels of Performance

Unified or Combined State Plan submissions and the two-year modifications to those plans must contain *expected levels of performance* for the primary indicators of performance (section 116(b)(3)(A)(iii) of WIOA). Submitting this information is the first step in the negotiations process. Once the *expected levels of performance* have been submitted, each core program must begin negotiations with its respective Federal agency (section 116(b)(3)(A)(iv) of WIOA). Title I WIOA and title III Employment Service programs will conduct these negotiations with their DOL-Employment and Training Administration (ETA) Regional Offices. The title II AEFLA program will conduct negotiations with the Office of Career, Technical, and Adult Education's (OCTAE) Division of Adult Education and Literacy, and the title IV VR program will conduct negotiations with the Rehabilitation Services Administration's (RSA) State Monitoring and Program Improvement Division. The agencies will review how this process applies to the Effectiveness in Serving Employers indicator, once the pilot phase is completed. Additional guidance will be provided on the process for negotiating this joint indicator.

States have access to their own historical performance information and various other tools and resources, such as data from the Bureau of Labor Statistics or U.S. Census Bureau. These tools may be used to establish the states' *expected levels of performance*. When using other resources to analyze the relationship between labor market or economic conditions and actual performance, states should consider the reference period of the resource and the timeframes associated with each of the primary indicators of performance and apply them accordingly.

Negotiation Factors

In reaching agreement on the *negotiated levels of performance*, states and the Departments must apply the following factors pursuant to section 116(b)(3)(A)(v) of WIOA. Note that WIOA does not specify more or less weight on any specific negotiation factor.

1. Take into account how the levels involved compare with the *negotiated levels of performance* established for other states (section 116(b)(3)(A)(v)(I) of WIOA).

The Departments will provide the most recent performance data for all states, including previous actual, negotiated, and *adjusted levels of performance*, and will use this information throughout the negotiations process.

2. Ensure that the levels involved are adjusted using an objective *statistical adjustment model* provided by the Departments (section 116(b)(3)(A)(v)(II) of WIOA).

Before the negotiations process begins, the Departments will provide the estimated outcomes produced by the *statistical adjustment model*, including the coefficients and state specific values for each variable. This information will include levels of performance, as estimated by the Departments, to be used to inform the negotiations process. State agencies and their respective Federal agencies must negotiate using the levels of performance estimated by the model for each primary indicator of performance. These estimated levels of performance may not be altered for the purposes of negotiations, including any changes in participant characteristics or economic conditions anticipated by the state that would result in changes to the levels of performance predicted by the statistical model. Any changes in participant characteristics or economic conditions will be reflected in the model by using the actual participant characteristics and economic conditions after the close of the program year, and they will not be factored into the negotiations process.

3. Take into account the extent to which the levels involved promote continuous improvement in performance accountability measures by the state and ensure optimal return on the investment of Federal funds (section 116(b)(3)(A)(v)(III) of WIOA).

The Departments consider continuous improvement to be a critical factor in the negotiations process. The Departments will consider continuous improvement factors that ensure optimal return on investment of Federal funds.

The Departments acknowledge that there are many ways to define continuous improvement as related to state or national program circumstances. For example, continuous improvement may reflect:

- an increase from the levels of performance previously attained;
- increases in percentile rankings of levels of performance either nationally or among similar states;
- a change in service strategy and delivery, including more progressive or innovative approaches;
- a change in the intensity or comprehensiveness with which customers are served;
or
- a maintenance of previous performance for the top performing states.

The Departments acknowledge that changes to service strategy or customers served do not always lead to increases in performance levels.

States and local areas must adhere to the priority of service requirements of WIOA title I programs as established in WIOA⁵. Additionally, the Departments encourage all other WIOA programs to serve more individuals with barriers to employment who may need more intensive services to achieve a positive outcome. The effect of serving more of these customers will be accounted for in the *adjusted levels of performance* calculated after the program year.

4. Take into account the extent to which the levels involved will assist the state in meeting the performance goals established by the Secretaries of Education and Labor in accordance with the Government Performance and Results Act of 1993 (GPRA) (section 116(b)(3)(A)(v)(IV) of WIOA).

Section 116(b)(3)(A)(vi) of WIOA requires the Departments to establish long term goals for the *adjusted levels of performance* for each of their core programs through GPRA expectations. GPRA is a mechanism through which Congress and the Office of Management and Budget evaluate the success of Federal programs, including those operated by states and local areas. During negotiations, the Departments will take into consideration levels of performance that will assist the Federal agencies in meeting the established GPRA goals.

Determination of Sanctions

There are two types of failure that can lead to sanctions: failure to report and failure to meet *adjusted levels of performance* (section 116(f) of WIOA). A discussion of both circumstances is below.

a. Sanctions for Failure to Report

Sanctions will be applied when a state fails to submit the performance reports to the appropriate Federal agency, as required under WIOA section 116(d) (section 116(f)(1)(B) of WIOA). Consistent with 20 CFR § 677.185(a) and 34 CFR §§ 361.185(a) and 463.185(a), the Departments consider a state as failing to submit the performance reports if the state either: (1) does not submit performance reports by 11:59 p.m. local time⁶ on October 1 or (2) submits performance reports by the date for timely submission, but the report is incomplete. Annual performance report requirements are complete when the state:

- attests all reports are complete and accurate to the best of their knowledge;
- submits a WIOA Statewide Performance Report (ETA-9169) for each of the six WIOA core programs;

⁵ WIOA section 134(c)(3)(E) and TEGL 19-16 provide additional information regarding priority of service populations and service requirements.

⁶ Local time references the state capital's time zone.

- reports all elements of the WIOA Statewide Performance Reports as data are available according to the reporting periods of each indicator;
- makes available a mechanism of electronic access to local area performance reports for WIOA title I programs;
- makes available a mechanism of electronic access to Eligible Training Provider (ETP) performance reports for WIOA title I programs; and
- submits at least one WIOA Statewide Performance Report that includes Effectiveness in Serving Employers performance results reflecting all six core programs.

If the performance report submitted by the state does not meet all of the above requirements by the reporting deadline, it is incomplete.

The Departments implemented sanctions provisions for failure to report beginning with the PY 2017 WIOA Statewide Performance Reports submission, which was due on October 1, 2018.⁷

Consistent with section 116(f)(1)(B) of WIOA, sanctions will not be applied in cases where failure to report is due to exceptional circumstances outside the state's control as determined by the Departments. The Departments defined exceptional circumstances in 20 CFR § 677.185(b) and 34 CFR §§ 361.185(b) and 463.185(b). Exceptional circumstances may include, but are not limited to:

- natural disasters;
- unexpected personnel transitions; and
- unexpected technology related issues.

In instances of exceptional circumstances causing a state's failure to report that occur more than 30 calendar days before the established deadline, the state must notify the Secretary of Labor or Education, as appropriate, by requesting a reporting extension no later than 30 calendar days prior to the established deadline for submission (20 CFR § 677.185(c)(1) and 34 CFR §§ 361.185(c)(1) and 463.185(c)(1)).

Extension Requests

In the event of exceptional circumstances as just described, the state must notify the Secretary of Labor or Education, as appropriate, in writing of a potential impact on the State's ability to submit its State annual performance report in order not to be considered failing to report (20 CFR § 677.185(c) and 34 CFR §§ 361.185(c) and 463.185(c)). In so doing, the State's request for an extension should include a detailed account identifying the unexpected events precluding timely reporting sufficient for the Departments to make

⁷ ETP performance reports are required to be submitted beginning with the PY 2018 Annual Report due on October 1, 2019.

a determination. Information that should be included in an extension request is as follows:

- Sufficient detail of the unexpected circumstances that will lead to untimely or incomplete reporting to warrant an extension;
- A proposed extension, fitting of the circumstances causing the delay, which should not exceed 30 calendar days after the established annual reporting deadline; and
- Any other information that the state deems relevant to help explain the need for an extension.

The state must submit the extension request as soon as possible, but not later than 30 calendar days prior to the established annual reporting deadline (20 CFR § 677.185(c)(1) and 34 CFR §§ 361.185(c)(1) and 463.185(c)(1)). The annual reporting deadline is October 1 each year; therefore, states must submit reporting extension requests not later than September 1 (or the next business day if September 1 falls on a holiday or weekend).

In cases where exceptional circumstances occur within 30 calendar days of the established annual reporting deadline, the state must submit an extension request to the Secretary of Labor or Education, as applicable, as soon as possible but not later than the established annual reporting deadline (20 CFR § 677.185(c)(2) and 34 CFR §§ 361.185(c)(2) and 463.185(c)(2)). Under these circumstances in addition to the above, the request also should include sufficient explanation as to why notification of the delay could not be provided 30 calendar days prior to the established annual reporting deadline.

All extension requests will be reviewed by the Departments for completeness and a thorough explanation of exceptional circumstances. The Departments may grant extension requests as submitted, grant extension requests with revisions, or reject the extension requests. Proposed reporting extensions should not exceed 30 calendar days after the established annual reporting deadline and should be appropriate to and commensurate with the cause of the requested extension.

Additionally, all extension requests should include the names and contact information of each responsible state designee or designated point of contact who will ensure that the extension deadline will be met.

In the event of failure to report timely or completely, pursuant to section 116(f)(1)(B) of WIOA, the Governor's discretionary funds provided under section 128(a) of WIOA will be reduced by five percent of the maximum available allotment in the immediately succeeding program year. The WIOA Joint Final Rule at 20 CFR § 677.195 and 34 CFR §§ 361.195 and 463.195 clarified that the sanction is equal to five percent of the maximum allotment percentage that could be reserved by the Governor in the succeeding program year rather than a five percentage point reduction from the percentage that a

Governor elected to reserve. This sanction will be enforced for each year in which a state fails to report timely or completely.

b. Sanctions for Failure to Meet Adjusted Levels of Performance

In accordance with 20 CFR § 677.190(d) and 34 CFR §§ 361.190(d) and 463.190(d), a performance failure occurs if:

- any single *Individual Indicator Score* for any single core program falls below 50 percent of the adjusted level of performance;
- the *Overall State Program Score* falls below 90 percent for that single core program; or
- the *Overall State Indicator Score* falls below 90 percent for that single measure.

Any State that fails to meet adjusted levels of performance for the primary indicators of performance for any year will receive technical assistance, including assistance in the development of a performance improvement plan provided by the Secretary of Labor or Secretary of Education (20 CFR § 677.190(b) and 34 CFR §§ 361.190(b) and 463.190(b)). However, if the state has the same performance failure occur in two consecutive program years, the Departments will apply sanctions. Further explanation of how technical assistance and sanctions will be applied is provided later in this section.

Determining Performance Success or Failure

The Departments will determine state performance success or failure at the end of each program year. In order to make a determination of success or failure, the *negotiated levels of performance* for that year will be adjusted using the *statistical adjustment model*, which will factor in data on the actual economic conditions of the state and the actual characteristics of the populations served by the program during that year. This adjustment will be calculated as described above in the definitions of *adjustment factor* and *adjusted levels of performance*. A detailed explanation of this calculation is found in Attachment 2 “Calculation—Adjusted Level of Performance.” This will determine the *adjusted levels of performance* for the program year against which the state’s *actual levels of performance* will be evaluated through the calculation of the performance score. Attachment 4, “Determining Performance Success or Failure,” provides an overview of the entire process.

The *individual indicator score* is calculated by dividing the *actual level of performance* achieved by the *adjusted level of performance*. The *adjusted level of performance* is calculated by adding the *adjustment factor* to the *negotiated level of performance*. The *individual indicator score* will not be rounded; it will be truncated to the first decimal place. A detailed example can be found in Attachment 1.

Table 1, below, illustrates the determination of performance success or failure across all indicators of performance for a single core program. The performance scores are

calculated for each primary indicator of performance and the average is computed. In this example, the *Individual Indicator Score* for Employment Rate—4th Quarter after Exit of 46.8 percent is a performance failure because it is below the 50.0 percent threshold. The *Overall State Program Score* of 81.5 percent is obtained by averaging the scores for each indicator in the program. In Table 1 below, this is a performance failure because the core program did not achieve 90 percent. Percentages will not be rounded in this calculation; they will be truncated to the tenth of a percent. Note that the Effectiveness in Serving Employers indicator is not included in this calculation because this indicator is not yet defined by the Departments.

Table 1: Calculation of Overall State Program Score

Primary Indicator of Performance	Actual Level of Performance (Numerator/Denominator)	Adjusted Level of Performance	Individual Indicator Score Calculation
Employment Rate—2 nd Quarter after Exit	$\frac{14,720}{20,000}$	75.1%	$\left(\frac{14,720}{20,000}\right) \div 75.1\% = 98.0\%$
Employment Rate—4 th Quarter after Exit	$\frac{8,200}{25,000}$	70.0%	$\left(\frac{8,200}{25,000}\right) \div 70.0\% = 46.8\%$
Median Earnings—2 nd Quarter after Exit	\$3,434	\$3,890	$\$3,434 \div \$3,890 = 88.2\%$
Credential Attainment	$\frac{12,500}{25,000}$	55.2%	$\left(\frac{12,500}{25,000}\right) \div 55.2\% = 90.5\%$
Measurable Skill Gains	$\frac{21,600}{30,000}$	85.6%	$\left(\frac{21,600}{30,000}\right) \div 85.6\% = 84.1\%$
Effectiveness in Serving Employers	N/A	N/A	N/A
Overall State Program Score* (Average of Individual Indicator Scores for this Core Program)	-	-	81.5%

*For a detailed explanation of the calculation behind the Overall State Program Score, please refer to Attachment 1.

Table 2 illustrates the calculation for a single primary indicator of performance across all core programs. The performance scores are calculated for the Employment—2nd Quarter after Exit indicator for each core program, and the average is computed. In this case, the *Overall State Indicator Score*, which is the average of all *Individual Indicator Scores*, is 92.6 percent, so the core program achieved performance success. Again, percentages will not be rounded in this calculation; they will be truncated to the tenth of a percent.

Table 2: Calculation of Overall State Indicator Score

Program	Title I-Adult	Title I-Youth	Title I-DW	Title II	Title III	Title IV	Overall State Indicator Score* (Average of Individual Indicator Scores Across Core Programs)
Actual Level of Performance (Numerator/Denominator)	$\frac{14,720}{20,000}$	$\frac{8,820}{15,000}$	$\frac{12,648}{17,000}$	$\frac{9,300}{15,000}$	$\frac{21,330}{30,000}$	$\frac{6,792}{12,000}$	-
Adjusted Level of Performance	75.1%	70.2%	75.5%	67.5%	70.0%	69.0%	-
Individual Indicator Score Calculation	$\left(\frac{14,720}{20,000}\right) \div 75.1\% = 98.0\%$	$\left(\frac{8,820}{15,000}\right) \div 70.2\% = 83.7\%$	$\left(\frac{12,648}{17,000}\right) \div 75.5\% = 98.5\%$	$\left(\frac{9,300}{15,000}\right) \div 67.5\% = 91.8\%$	$\left(\frac{21,330}{30,000}\right) \div 70.0\% = 101.5\%$	$\left(\frac{6,792}{12,000}\right) \div 69.0\% = 82.0\%$	92.6%

*For a detailed explanation of the calculation behind the Overall State Indicator Score, please refer to Attachment 1.

Phasing in Sanctions for Performance Failure

The Departments used their transition authority under section 503(a) of WIOA to implement a phased-in approach to determine performance success or failure for each indicator or program, due to data availability, as described in 20 CFR § 677.190(c) and 34 CFR §§ 361.190(c) and 463.190(c).

If a performance failure occurs at the end of the program year, the respective Federal agency and the state agency will work to develop a performance improvement plan, and the Federal agency will provide technical assistance in accordance with section 116(f)(1)(A) of WIOA.

Table 3 below summarizes the first years in which each performance indicator will be evaluated for performance success or failure (with the exception of the Effectiveness in Serving Employers performance indicator, which is currently being piloted and will be established in subsequent guidance).

Table 3: Implementation of Performance Determination by Title and Indicator

Title	Indicators of Performance	First Program Year for which Performance Success or Failure Can Be Determined
Title I	<ul style="list-style-type: none"> ▪ Employment 2nd Quarter after Exit* ▪ Median Earnings 2nd Quarter after Exit ▪ Measurable Skill Gains 	PY 2020
Title I	<ul style="list-style-type: none"> ▪ Employment 4th Quarter after Exit* ▪ Credential Attainment 	PY 2022
Title II	<ul style="list-style-type: none"> ▪ Employment 2nd Quarter after Exit ▪ Median Earnings 2nd Quarter after Exit ▪ Measurable Skill Gains 	PY 2020
Title II	<ul style="list-style-type: none"> ▪ Employment 4th Quarter after Exit ▪ Credential Attainment 	PY 2022
Title III	<ul style="list-style-type: none"> ▪ Employment 2nd Quarter after Exit ▪ Median Earnings 2nd Quarter after Exit 	PY 2020
Title III	<ul style="list-style-type: none"> ▪ Employment 4th Quarter after Exit 	PY 2022
Title IV	<ul style="list-style-type: none"> ▪ Measurable Skill Gains 	PY 2020
Title IV	<ul style="list-style-type: none"> ▪ Employment 2nd Quarter after Exit ▪ Median Earnings 2nd Quarter after Exit ▪ Employment 4th Quarter after Exit ▪ Credential Attainment 	PY 2022

**Note that for WIOA title I Youth, these indicators include placement in education or training.*

If the state has the same performance failure occur in two consecutive program years, the Departments will apply sanctions, pursuant to section 116(f)(1)(B) of WIOA. Specifically, the Departments will reduce the Governor’s discretionary funds provided under section 128(a) of WIOA by five percent of the maximum available amount in the program year immediately succeeding the second consecutive performance failure. The WIOA Joint Final Rule at 20 CFR § 677.195 and 34 CFR §§ 361.195 and 463.195 clarified that the sanction is equal to five percent of the maximum allotment percentage that could be reserved by the Governor in the succeeding program year rather than a five percentage point reduction from the percentage that a Governor elected to reserve. This sanction will be enforced each successive year in which the state continues to have the same performance failure.

Local Performance and Negotiations under WIOA Title I

a. Negotiations with Local Areas

In addition to the state *negotiated levels of performance*, states must work with local workforce development areas to establish local performance goals for WIOA title I programs (section 116(c) of WIOA).

The local board, the Chief Elected Official, and the Governor must negotiate and reach agreement on local levels of performance based on the state *negotiated levels of performance*. In negotiating the local levels of performance, the local board, the Chief Elected Official, and the Governor also must use the above-listed four factors of negotiation used at the state level. In addition, a statistical adjustment model that aligns with the framework of the state-level model must be used at the end of the program year to adjust negotiated local levels of performance in order to reflect the actual economic conditions experienced in the local area and the characteristics of the actual individuals served according to the state's established policies. States should make these negotiated and adjusted levels as well as the established policies for local performance assessment available to the local boards and the state's DOL-ETA Regional Office prior to the start of the program year in which the policies will be applied.

The Departments have developed the framework for an objective *statistical adjustment model* that satisfies the WIOA requirements at the state level. States must use this framework and develop a model that satisfies their needs at the local level, both in the performance negotiations and year-end adjustment of local levels of performance.

The local board, the Chief Elected Official, and the Governor must negotiate and reach agreement on local levels of performance for two program years at a time, based on the state's *negotiated levels of performance*, no later than September 30 in each year in which state negotiations occur. The state must notify its DOL-ETA Regional Office that negotiations are complete.

b. Local Performance Success and Failure

States must use local performance goals for WIOA title I programs for two required purposes: (1) to determine if a local area "performed successfully" for subsequent local area designation, and (2) to determine when a state must take corrective action when a local area fails to meet the adjusted levels of performance.

For the purpose of determining subsequent local area designation, the term "performed successfully" means that the local area met or exceeded the levels of performance the Governor negotiated with the local board and chief elected official for WIOA primary indicators of performance and that the local area has not failed any individual measure for the

last two consecutive program years in accordance with a state-established definition, provided in the state plan, of met or exceeded performance. For subsequent designation determinations made at the conclusion of PY 2018, or at any point thereafter, states must base their findings of whether a local area performed successfully for the two most recently completed program years on all six of the WIOA primary indicators of performance where at least two years of data are available.

A state must establish the threshold for failure to meet adjusted levels of performance for a local area before coming to agreement on the negotiated levels of performance for the local area. Following the conclusion of the program year, a state must establish the adjusted level of performance for a local area, using the statistical adjustment model described. At least two years of complete data on any indicator for any local core program are required in order to establish adjusted levels of performance for a local area. States must provide technical assistance if a local area fails to meet the adjusted levels of performance agreed to for the primary indicators of performance in WIOA title I programs in any program year. Upon the state's request to the Secretary of Labor, DOL may provide this technical assistance.

The technical assistance may include:

- assistance in the development of a performance improvement plan;
- the development of a modified local or regional plan; or
- other actions designed to assist the local area in improving performance.

If a local area fails to meet the adjusted levels of performance agreed to for the same primary indicators of performance for the same core program authorized under WIOA title I for a third consecutive program year, the Governor must take corrective actions. If the governor takes corrective action against a local area for failing to meet the negotiated goals, the state workforce agency should advise its Federal Project Officer of this action. The corrective actions must include the development of a reorganization plan under which the Governor:

- requires the appointment and certification of a new local board, consistent with the criteria 20 CFR § 679.350;
- prohibits the use of eligible providers and one-stop partners that have been identified as achieving poor levels of performance; or
- takes such other significant actions as the Governor determines are appropriate.

5. **Inquiries.** Questions regarding this guidance should be directed to the appropriate ETA, OCTAE, or RSA office.
6. **References.** Refer to Attachment 5 of this guidance.

7. **Attachments.**

Attachment I: Calculation—Overall State Indicator and Program Scores

Attachment II: Calculation—Adjusted Level of Performance

Attachment III: WIOA Negotiations / Performance Process Flow Chart

Attachment IV: Determining Performance Success or Failure

Attachment V: References—Joint Negotiations and Sanctions Guidance

Calculation—Overall State Indicator and Program Scores

States and Federal agencies negotiate to one decimal place. Actual levels of performance are calculated by dividing the number of successes within an indicator (numerator) by the total number of participants matching the qualifications for the given indicator (denominator). Actual levels of performance are reported by the state for all primary indicators of performance. In the WIOA statewide performance report (ETA-9169), actual levels of performance are represented by rounding to the nearest tenth of a percent, but for the purpose of performing these calculations, actual levels of performance and adjusted levels of performance are neither rounded nor truncated.

In the table below, refer to the column related to the title I Adult program for an example of Employment Rate—2nd Quarter after Exit.

- Numerator = 16,244 (Total number of participants in the denominator that were also employed second quarter after exit.)
- Denominator = 24,000 (Total number of participants that exited during the reporting period.)
- Numerator divided by Denominator = $\frac{16,244}{24,000} = 0.676833$
- Rate reported in Annual Report = 67.7%
- Adjusted level of performance = 75.2%

Employment Rate—2nd Quarter after Exit Results by Core Program						
Program	Title I Adult	Title I Dislocated Worker	Title I Youth	Title II AEFLA	Title III Wagner-Peyser	Title IV Vocational Rehabilitation
Numerator	16,244	13,000	20,000	9,000	6,000	31,555
Denominator	24,000	18,000	30,000	15,000	12,000	42,000
Annual Report Value	67.7%	72.2%	66.7%	60.0%	50.0%	75.1%
Adjusted Level of Performance	75.2%	72.5%	76.3%	79.7%	68.7%	65.4%

What figures are used to determine how close actual performance was to the adjusted level of performance?

Each Indicator Score is calculated in a similar way. For those indicators reported as a percentage, use both numerator and denominator in the next step.

The Indicator Score is calculated by dividing the actual outcome by the adjusted level of performance.

$$= \frac{\left(\frac{16,244}{24,000}\right)}{75.2\%} = .90004 \text{ (represented in the report as 90.0\%)}$$

For those indicators not reported as a percentage, such as Median Earnings in the Second Quarter after Exit, use the value in the Annual Report and divide by the adjusted level of performance.

How are the Overall State Indicator Scores calculated?

After the Indicator Score is calculated for each single primary indicator of performance, it is populated into the below matrix. Each row of Indicator Scores is averaged and truncated to one decimal place to produce the Overall State Indicator Score. In the example below, the average of the Employment Rate—2nd Quarter after Exit Indicator Scores for the six programs is 0.89985 and is truncated to one decimal place for an Overall State Indicator Score of 89.9%.

$$= \frac{\left(\frac{16,244}{24,000}\right)}{6} + \frac{\left(\frac{13,000}{18,000}\right)}{6} + \frac{\left(\frac{20,000}{30,000}\right)}{6} + \frac{\left(\frac{9,000}{15,000}\right)}{6} + \frac{\left(\frac{6,000}{12,000}\right)}{6} + \frac{\left(\frac{31,555}{42,000}\right)}{6} = .89985 = 89.9\%$$

Primary Indicator/ Core Program	Title I Adult	Title I Dislocated Worker	Title I Youth	Title II AEFLA	Title III Wagner-Peyser	Title IV Vocational Rehabilitation	Overall State Indicator Score
Employment 2nd Quarter after Exit	90.0%	99.6%	87.4%	75.3%	72.8%	114.9%	89.9%
Employment 4th Quarter after Exit	87.4%						
Median Earnings 2nd Quarter after Exit	111.8%						
Credential Attainment Rate	130.1%					N/A	
Measurable Skill Gains	84.1%					N/A	
Effectiveness in Serving Employers	N/A						
Overall State Program Score	100.6%						-

How are the Overall State Program Scores calculated?

After the Indicator Score is calculated for each primary indicator of performance, it is populated into the above matrix. Each column of Indicator Scores is averaged and truncated to one decimal place to produce the Overall State Program Score. In the example below, the average of the Indicator Scores for the title I Adult program is 1.00689 and is truncated to one decimal place for an Overall State Program Score of 100.6%, as shown in the table above.

$$= \frac{\left(\frac{16,244}{24,000}\right)}{5} + \frac{\left(\frac{15,300}{25,000}\right)}{5} + \frac{\left(\frac{\$4,350}{\$3,890}\right)}{5} + \frac{\left(\frac{17,950}{25,000}\right)}{5} + \frac{\left(\frac{21,600}{30,000}\right)}{5} = 1.00689 = 100.6\%$$

Title I Adult Results by Performance Indicator			
Primary Indicator of Performance	Actual Level of Performance (Numerator/Denominator)	Annual Report Value	Adjusted Level of Performance
Employment Rate—2nd Quarter after Exit	$\frac{16,244}{24,000}$	67.7%	75.2%
Employment Rate—4th Quarter after Exit	$\frac{15,300}{25,000}$	61.2%	70.0%
Median Earnings—2nd Quarter after Exit	\$4,350	\$4,350	\$3,890
Credential Attainment	$\frac{17,950}{25,000}$	71.8%	55.2%
Measurable Skill Gains	$\frac{21,600}{30,000}$	72.0%	85.6%
Effectiveness in Serving Employers	N/A	N/A	N/A

Calculation—Adjusted Level of Performance

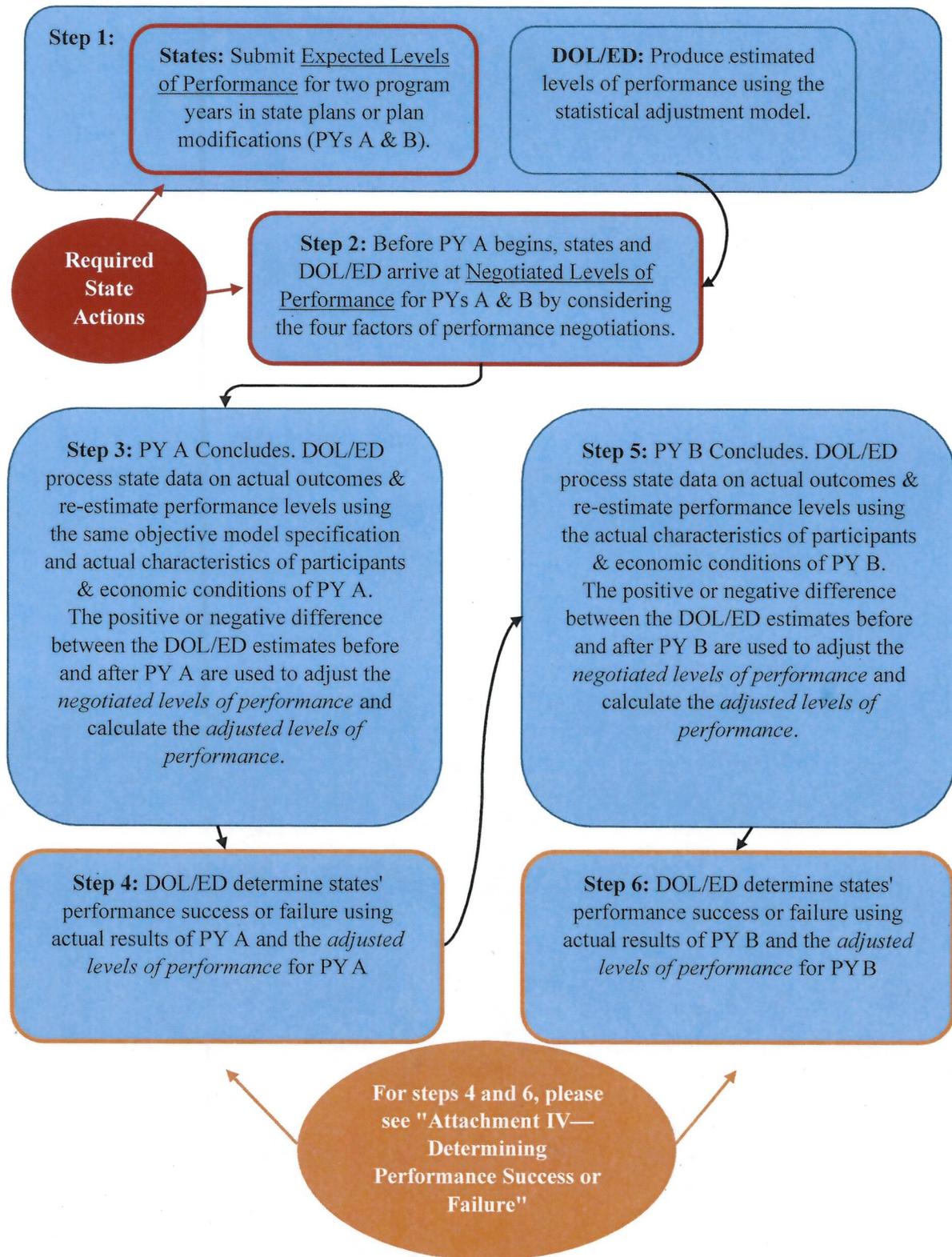
The Federal agencies estimate levels of performance based on participant characteristics and economic conditions using an objective statistical model. The initial estimated level of performance (*Estimate₀*) is provided to states prior to the start of the program year during the negotiations process and is a factor in reaching agreement on the *negotiated level of performance*. After the close of the program year, the Federal agencies will re-estimate the state's performance (*Estimate₁*) using the same objective model coefficients updated with the characteristics of the actual participants served and the actual economic conditions of the state.

Federal agencies will subtract the first estimate from the second estimate for the *adjustment factor*. The resulting positive or negative *adjustment factor* is added to the *negotiated level of performance* to arrive at the *adjusted level of performance*. These calculations are shown in Examples 1 and 2 below. Refer to section on Determining Performance Success or Failure of the guidance for an explanation of how the *adjusted level of performance* is used to determine performance success or failure.

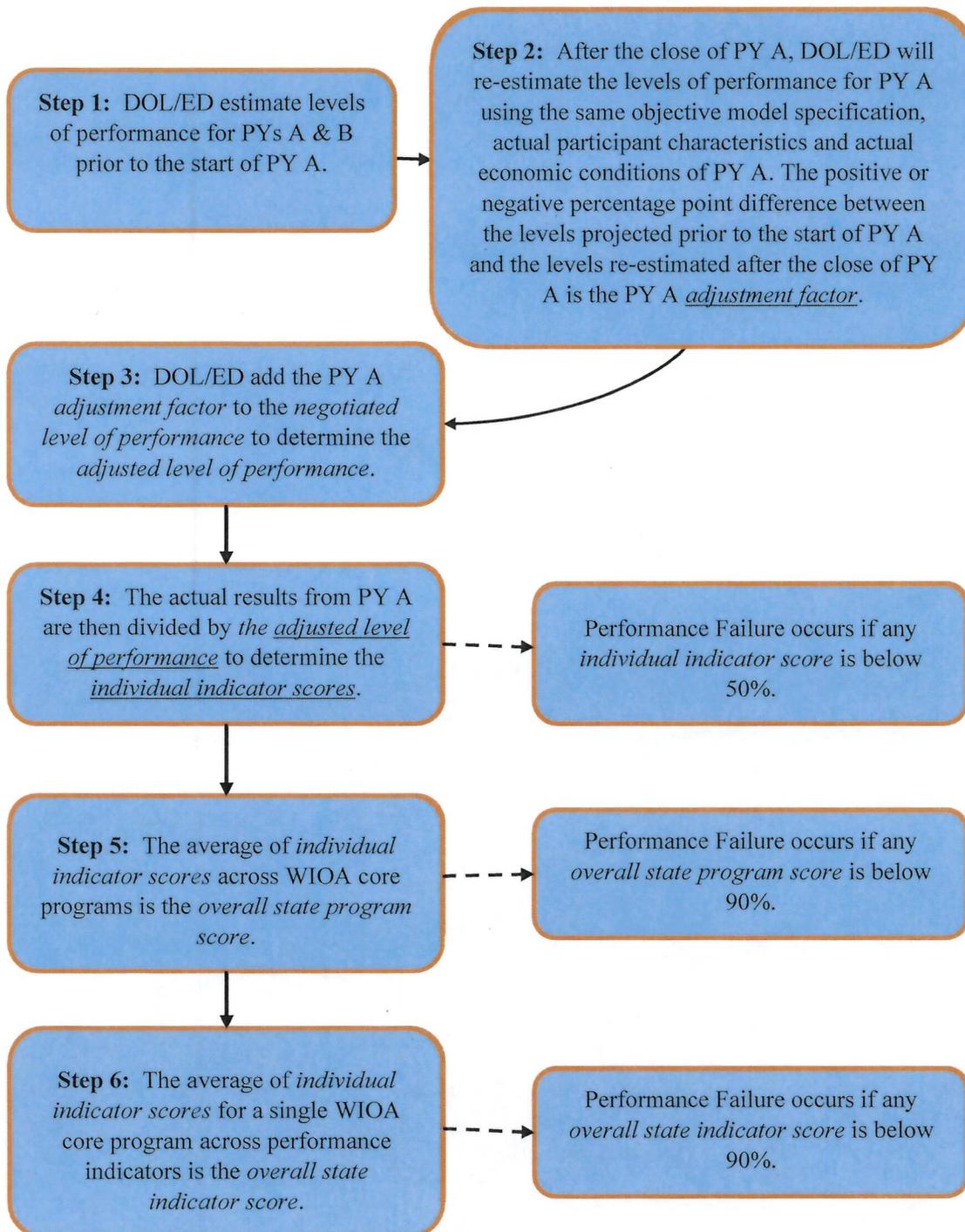
Expected Level of Performance	68.9%
Negotiated Level of Performance	70.2%
Estimate ₀	75.5%
Estimate ₁	73.7%
Adjustment Factor	$73.7\% - 75.5\% = -1.8\%$
Adjusted Level of Performance	$-1.8\% + 70.2\% = 68.4\%$

Expected Level of Performance	68.9%
Negotiated Level of Performance	70.2%
Estimate ₀	75.5%
Estimate ₁	78.3%
Adjustment Factor	$78.3\% - 75.5\% = 2.8\%$
Adjusted Level of Performance	$2.8\% + 70.2\% = 73.0\%$

WIOA Negotiations / Performance Process Flow Chart



Determining Performance Success or Failure



References—Joint Negotiations and Sanctions Guidance

- WIOA Section 116, Performance Accountability System
- WIOA Section 503, Transition Provisions
- Government Performance and Results Act of 1993 (GPRA) (Public Law 103-62; 107 Stat. 285)
- GPRA Modernization Act of 2010 (Public Law 111-352; 124 Stat. 3866)
- *WIOA Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions Final Rule*, 20 CFR parts 676, 677, and 678 and 34 CFR parts 361 and 463
- Workforce Innovation and Opportunity Act (WIOA) Common Performance Reporting (OMB No. 1205-0526)
- DOL-only Performance Accountability, Information, and Reporting System (OMB No. 1205-0521)
- Required Elements for Submission of the Unified or Combined State Plan and Plan Modifications under the Workforce Innovation and Opportunity Act (OMB No. 1205-0522)
- “A Methodology for Statistical Adjustment under WIOA” report (2016), available at https://doleta.gov/performance/guidance/docs/WIOA_Statistical_Model_Methodology_Report-6-24-2016.pdf
- TEGL 14-15: *Workforce Innovation and Opportunity Act (WIOA) Requirements for Unified and Combined State Plans*, available at https://wdr.doleta.gov/directives/attach/TEGL/tegl_14-15.pdf
- TEGL 10-16, Change 1: *Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Title I, Title II, Title III, and Title IV Core Programs*, available at https://wdr.doleta.gov/directives/attach/TEGL/TEGL_10-16-Change1.pdf
- TEGL 19-16: *Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules*, available at https://wdr.doleta.gov/directives/attach/TEGL/TEGL_19-16.pdf
- TEGL 03-17: *WIOA Annual Performance Report Submission*, available at https://wdr.doleta.gov/directives/attach/TEGL/TEGL_3-17.pdf

- TEGL 6-17: *Modification Requirements for Workforce Innovation and Opportunity Act (WIOA) Unified and Combined State Plans*, available at https://wdr.doleta.gov/directives/attach/TEGL/TEGL_6-17.pdf

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR



DR. UNIQUE MORRIS-HUGHES
DIRECTOR

Department of Employment Services PY2020 & PY2021 WIOA Performance Goals			
Performance Measure	Program	PY2020 ETA Negotiated Goals	PY2021 ETA Negotiated Goals
Employment Rate: 2 nd Qtr. after exit	Adult	67%	67%
	Dislocated Worker	71%	74%
	Youth	58%	60%
	WP	56%	56%
Employment Rate: 4 th Qtr. after exit	Adult	70%	70%
	Dislocated Worker	70%	70%
	Youth	56%	58%
	WP	75%	75%
Median Earnings	Adult	\$6,000	\$6,400
	Dislocated Worker	\$8,000	\$8,000
	Youth	\$3,200	\$3,200
	WP	\$5,400	\$5,400
Credential Attainment Rate	Adult	60%	60%
	Dislocated Worker	60%	60%
	Youth	53%	53%
Measurable Skills Gain	Adult	34%	34%
	Dislocated Worker	56%	56%
	Youth	20%	20%

WIOA COMMON MEASURES (Q32)

		PY19								PY20					
		Negotiated Outcome	Q1		Q2		Q3		Q4		Negotiated Outcome	Q1		Q2	
			N (number)	Percent		N (number)	Percent	N (number)	Percent						
Title I Adult	Participants Served (N only)	N/A	860	N/A	791	N/A	759	N/A	639	N/A	N/A	641	N/A	in progress	in progress
	Employment rate (2d quarter after exit)	65%	70.50%	100%	72.50%	100%	68.30%	100%	71.80%	100%	67%	78.50%	100%	in progress	in progress
	Employment rate (4th quarter after exit)	68%	72.00%	100%	74.20%	100%	74.20%	100%	68.60%	100%	70%	76.90%	100%	in progress	in progress
	Median earnings (2d quarter after exit)	\$5,725	\$6,397	100%	\$6,419	100%	\$6,113	100%	\$7,323	100%	\$6,000	\$9,111	100%	in progress	in progress
	Credential attainment	60%	28.70%	48%	37.50%	63%	31.10%	52%	44.10%	74%	60%	40.20%	67%	in progress	in progress
	Measurable skills gain	Baseline	33.30%	N/A	46.50%	N/A	30.20%	N/A	54.40%	N/A	34%	55.30%	100%	in progress	in progress
Title I Dislocated Worker	Participants Served (N only)	N/A	214	N/A	234	N/A	224	N/A	165	N/A	N/A	186	N/A	in progress	in progress
	Employment rate (2d quarter after exit)	67%	80.00%	100%	71.90%	100%	73.80%	100%	78.90%	100%	71%	82.10%	100%	in progress	in progress
	Employment rate (4th quarter after exit)	68%	71.30%	100%	77.20%	100%	64.40%	95%	68.60%	100%	70%	79.20%	100%	in progress	in progress
	Median earnings (2d quarter after exit)	\$7,500	\$6,651	89%	\$10,522	100%	\$8,652	100%	\$7,035	94%	\$8,000	\$11,726	100%	in progress	in progress
	Credential attainment	60%	46.20%	77%	24.10%	40%	25.90%	43%	25.00%	42%	60%	20.00%	33.30%	in progress	in progress
	Measurable skills gain	Baseline	69.70%	N/A	60.70%	N/A	33.30%	N/A	33.30%	100%	56%	56.50%	100%	in progress	in progress
Title I Youth	Participants Served (N only)	N/A	250	N/A	84	N/A	100	N/A	122	N/A	N/A	145	N/A	in progress	in progress
	Employment and education rate (2d quarter after exit)	54%	62.10%	100%	69.20%	100%	58.30%	100%	57.80%	100%	58%	66.50%	100%	in progress	in progress
	Employment and education rate (4th quarter after exit)	46%	53.70%	100%	66.90%	100%	66.00%	100%	61.50%	100%	56%	58.30%	100%	in progress	in progress
	Median earnings (2d quarter after exit)	Baseline	\$3,237	N/A	\$3,274	N/A	\$2,312	N/A	\$3,663	N/A	\$3,200	\$5,191	100%	in progress	in progress
	Credential attainment	52%	52.50%	100%	64.70%	100%	67.30%	100%	100.00%	100%	53%	100%	100%	in progress	in progress
	Measurable skills gain	Baseline	17.60%	N/A	33.80%	N/A	22.40%	N/A	13.20%	100%	20%	Less than 5%	24%	in progress	in progress
Title III Employment Services	Participants Served (N only)	N/A	3,372	N/A	3171	N/A	3107	N/A	1392	N/A	N/A	1413	N/A	in progress	in progress
	Employment rate (2d quarter after exit)	54%	56.60%	100%	56.50%	100%	58.00%	100%	57.70%	100%	56%	66%	100%	in progress	in progress
	Employment rate (4th quarter after exit)	79%	59.70%	76%	62.60%	79%	63.00%	80%	60.30%	76%	75%	68.70%	91.60%	in progress	in progress
	Median earnings (2d quarter after exit)	\$5,200	\$5,473	100%	5,455\$	100%	\$6,082	100%	\$7,073	100%	\$5,400	\$7,524	100%	in progress	in progress
	Credential attainment	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	in progress	in progress
	Measurable skills gain	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	in progress	in progress
Title II Adult Education	Participants Served (N only)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	809	N/A	N/A	N/A	N/A	in progress	in progress
	Employment rate (2d quarter after exit)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	195	21.57%	19%	N/A	N/A	in progress	in progress
	Employment rate (4th quarter after exit)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	202	19.63%	23%	N/A	N/A	in progress	in progress
	Median earnings (2d quarter after exit)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	195	\$6,409	\$7,500	N/A	N/A	in progress	in progress
	Credential attainment	N/A	N/A	N/A	N/A	N/A	N/A	N/A	325	54.16%	46%	N/A	N/A	in progress	in progress
	Measurable skills gain	44%	N/A	N/A	N/A	N/A	N/A	N/A	339	41.64%	47%	N/A	N/A	in progress	in progress
Title IV Vocational Rehabilitation	Participants Served (N only)	N/A	1107	1340	1179	N/A	1259	N/A	1707	N/A	N/A	1502	N/A	in progress	in progress
	Employment rate (2d quarter after exit)	Baseline	139/417	33.4%	0/384	0%	98/336	29%	101/431	24%	Baseline	N/A	N/A	in progress	in progress
	Employment rate (4th quarter after exit)	Baseline	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline	N/A	N/A	in progress	in progress
	Median earnings (2d quarter after exit)	Baseline	\$ 4,793	N/A	N/A	N/A	\$ 5,923	N/A	\$ 5,534	N/A	Baseline	N/A	N/A	in progress	in progress
	Credential attainment	Baseline	2/7	28.6%	1/7	14.3%	1/5	20%	0/1	0%	Baseline	6/12	50%	in progress	in progress
	Measurable skills gain	Baseline	1/7	14%	4/7	57%	0/5	0%	0/0	0%	20%	5/12	41.67%	in progress	in progress



UNITED STATES DEPARTMENT OF EDUCATION

OFFICE OF CAREER, TECHNICAL, AND ADULT EDUCATION

October 14, 2020

Ms. Hanseul Kang
State Superintendent of Education
Office of the State Superintendent of Education
1050 First Street N.E.
Washington, DC 20002

Dear Ms. Kang:

Thank you for the Corrective Action Plan (CAP) that the Office of the State Superintendent of Education (OSSE) established as a result of the onsite monitoring review conducted on April 2 through April 6, 2018. After monitoring OSSE's implementation of the CAP, the Office of Career, Technical, and Adult Education (OCTAE) has determined that all required actions have been satisfactorily completed. This CAP is now closed.

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.

This action is complete. OSSE conducted a new grant competition in Spring 2020 and awarded grants on July 28, 2020, consistent with the conclusion of the grant period established in the program year (PY) 2017 competition. OSSE submitted its draft AEFLA request for proposals (RFP) to OCTAE for review and approval prior to its release to the public for the PY 2020 competition. In the RFP, OSSE correctly required that all applicants address the requirements to establish demonstrated effectiveness, as described in 34 CFR § 463.24. OSSE used the criteria described in 34 CFR § 463.24 to determine if applicants were organizations of demonstrated effectiveness and, therefore, eligible for funding consideration. In addition to having a compliant 2020 RFP, OSSE also issued a notice of correction for their Integrated English Literacy and Civics Education (IELCE) subrecipients in February 2019. The notice described the allowable use of funds and activities permitted within the IELCE program. Following the notice of correction, OSSE

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monitored and provided technical assistance to ensure that subrecipients followed program requirements.

Finding 2: OSSE did not issue grant award notifications for sections 231, 225, and 243 to subgrantees in accordance with the requirements of 2 CFR §200.331(a).

This action is complete. OSSE submitted for OCTAE review and approval a draft of the AEFLA supplemental grant award notifications (GANs). After OCTAE's approval, OSSE

issued supplemental GANs to the subrecipients on January 31, 2019. The revised GANs clearly identified the AEFLA funding for sections 231, 225, and 243 in accordance with Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards 2 CFR §200.331(a).

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.

This action is complete. Prior to OCTAE's monitoring visit, OSSE combined sections 231, 225, and 243 allocations into the Electronic Grants Management System (EGMS). However, in September 2019 OSSE updated the EGMS to allow AEFLA allocations to be separated in the system by sections 231, 225, and 243. This allowed OSSE to track expenditures in the EGMS to ensure that subrecipients did not exceed statutory administrative cost limits and to track expenditures to the appropriate cost category. Additionally, OSSE issued an internal control policy to ensure accurate tracking and reporting of grant expenditures in June 2019. OSSE also submitted documentation of their fiscal training for subrecipients on October 28, 2018. During the training, subrecipients were provided guidance of how to track their expenditures in the EGMS by the appropriate cost categories.

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).

This action is complete. OSSE created a new budget and cost reimbursement template for the EGMS in February 2020. The new template in the EGMS will allow OSSE to accurately track and report expenditures for sections 231, 225, and 243 for the entire PY 2020 – 2023 grant cycle.

We appreciate your consideration and detailed response to the monitoring report. OSSE's diligence in implementing the CAP enhanced program quality and student achievement to

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strengthen the District of Columbia's adult education service delivery system. Please feel free to contact me should you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Cheryl L. Keenan". The signature is written in a cursive style and is contained within a rectangular box.

Cheryl L. Keenan
Director
Division of Adult Education and Literacy

cc: J. Michelle Johnson
Karla Ver Bryck Block
Stephanie M. Washington

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

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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.

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E. As applicable, describe how the state has used funds for additional permissible activities described in section 223(a)(2)

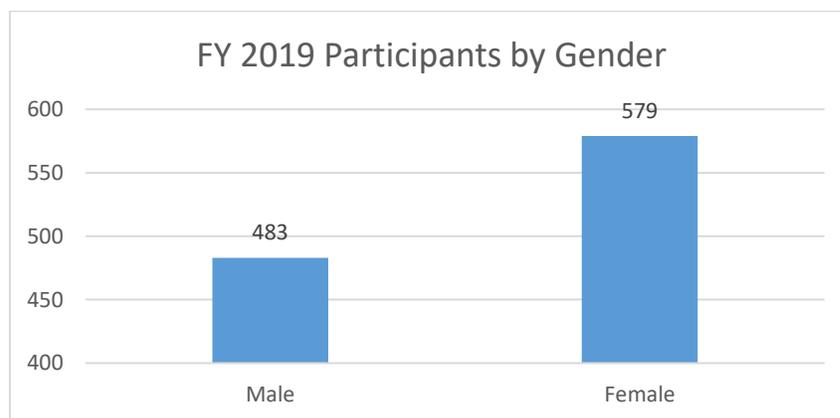
In FY19, OSSE AFE worked with its providers and partners to help strengthen the alignment between adult education, postsecondary education and employers. OSSE AFE staff and sub-grantees participated in informational sessions and meetings with the Workforce Investment Council, Career Pathways Task Force, 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)

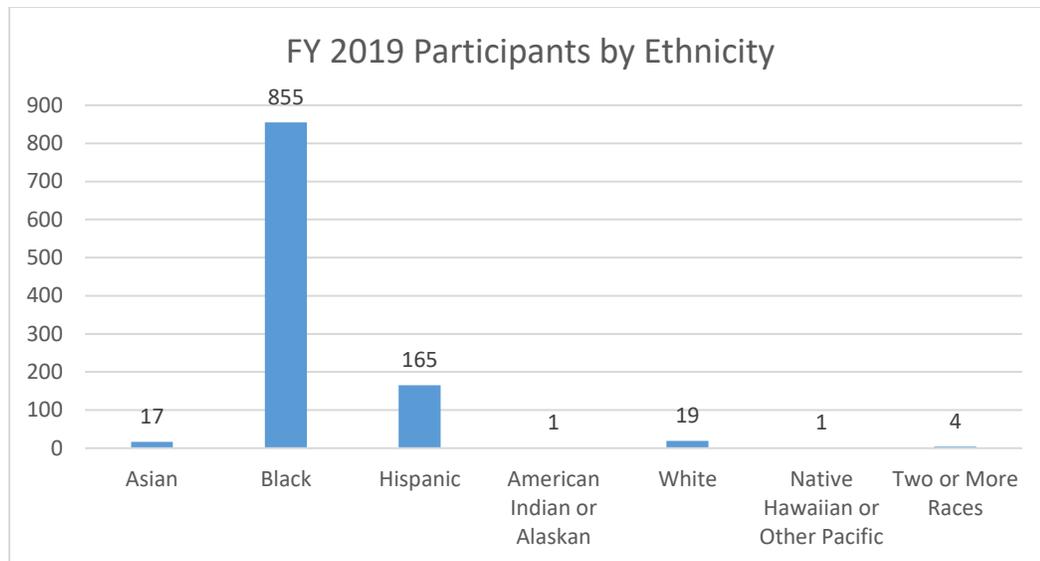
In FY19, female learners represented 55 percent (n = 579) and male learners represented 45 percent (n = 483) of the total number of students served (n = 1,062).



DC FY19 Participants by Ethnicity (NRS Table 2)

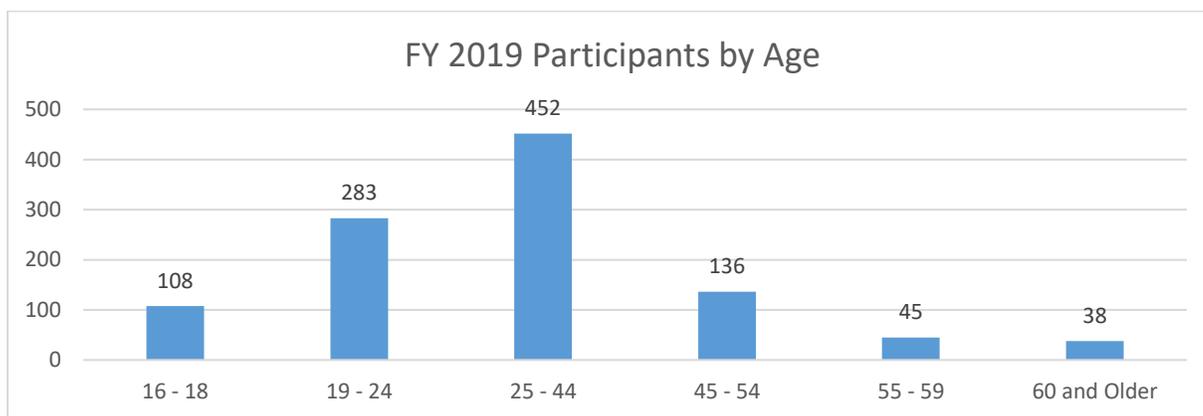
At 80 percent (n = 855 of 1,062 students), black or African-American participants comprised the single largest ethnic group of learners served; Hispanic or Latino students followed at 16 percent (n = 165 of 1,062 students). The percentage of American Indian or Alaskan, Asian, or white participants and persons with Two or More Races was at 4 percent (n = 42 of 1,062 students).

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DC FY19 Participants by Age

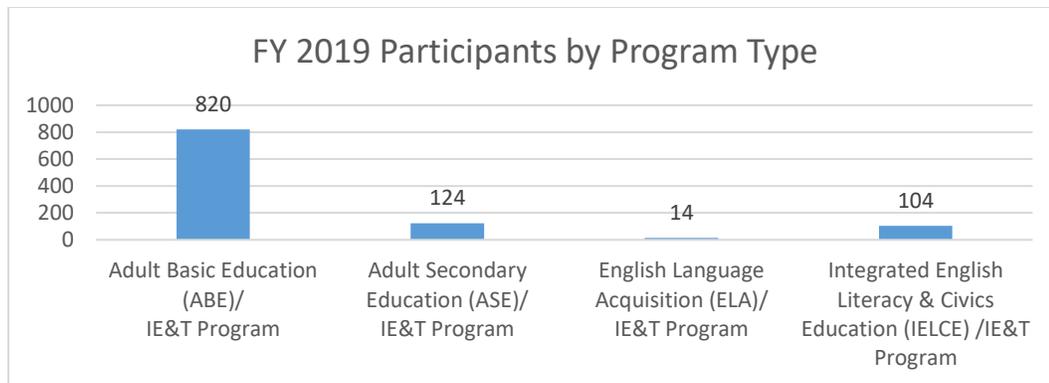
Consistent with past years, the largest single group of learners served were between ages 25 and 44 (43 percent/n = 452 of 1,062 students). The second largest group of learners served were between 19 and 24 years of age (27 percent/n = 283 of 1,062 students), followed by learners between the ages of 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).

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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).

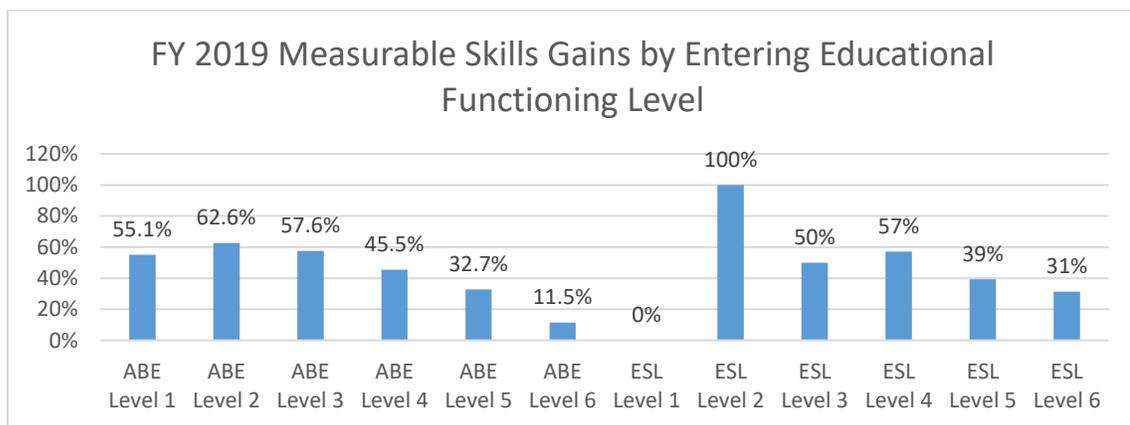
Entering Educational Functioning Level	Total Number Enrolled	Entering Educational Functioning Level	Total Number Enrolled
ABE Level 1	48	ESL Level 1	0
ABE Level 2	130	ESL Level 2	3
ABE Level 3	276	ESL Level 3	16
ABE Level 4	398	ESL Level 4	21
ABE Level 5	101	ESL Level 5	28
ABE Level 6	25	ESL Level 6	16
Total	978	Total	84

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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

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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.

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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

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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

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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.



District of Columbia Narrative Report Fiscal Year (FY) 2019-20

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 2020 (FY20).

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 FY20, 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. 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 FY20, OSSE AFE in collaboration with the University of the District of Columbia (UDC), offered professional development workshops and technical assistance on WIOA, Integrated Education and

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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.

In FY20, 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. Nine 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. Five adult educators enrolled in the MA program in FY20 and two students who enrolled in the program in FY19 earned an MA degree in FY20.

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.

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E. As applicable, describe how the state has used funds for additional permissible activities described in section 223(a)(2)

In FY20, 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, Workforce Innovation and Opportunity Act (WIOA) Partner Agencies, 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.

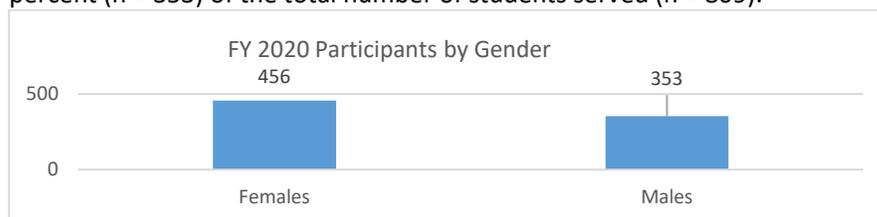
II. Performance Data Analyses

In FY20, 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 included 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. However, due to the COVID-19 pandemic the state did not achieve its projected enrollment of 1,000 District residents, as it had done in the past. In total, 814 adult learners received services in OSSE AFE funded programs in FY20 compared to 1,144 students in FY19. This reflects a reduction of 28.00 percent (n=330 students). Of this number, 809 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 compared to 1,062 in FY19. This reflects a reduction of 23.00 percent (n=253 students). Five adult learners engaged in one to 11 instructional hours in FY20, compared to 82 students in FY19. This reflects an increase in student persistence in FY20 in comparison to FY19.

While OSSE AFE had worked with its providers to develop and implement an Action Research Distance Learning Plan to offer IE&T services to DC residents at a distance, it took time for the state to: 1) survey local program providers, their staff and students to assess their capacity to offer and engage in Distance Learning, 2) analyze the survey data and provide additional fiscal resources so that local program providers could obtain the necessary human, material and technological resources needed for staff to provide services at a distance and students to engage in services at a distance; 3) obtain national, state and local guidance to develop COVID-19 protocols for local program providers and partners; and 4) schedule and offer professional development and technical assistance to strengthen local program provider's capacity to offer services at a distance, including Comprehensive Adult Student Assessment System (CASAS) assessment services remotely to District residents so that students could be appropriately referred and/or enrolled in programs based on their educational functioning levels and so that the state and local program providers could continue to collect and maintain high quality data in accordance with the National Reporting System (NRS) for accountability and reporting purposes.

DC FY20 Participants by Gender (NRS Table 2)

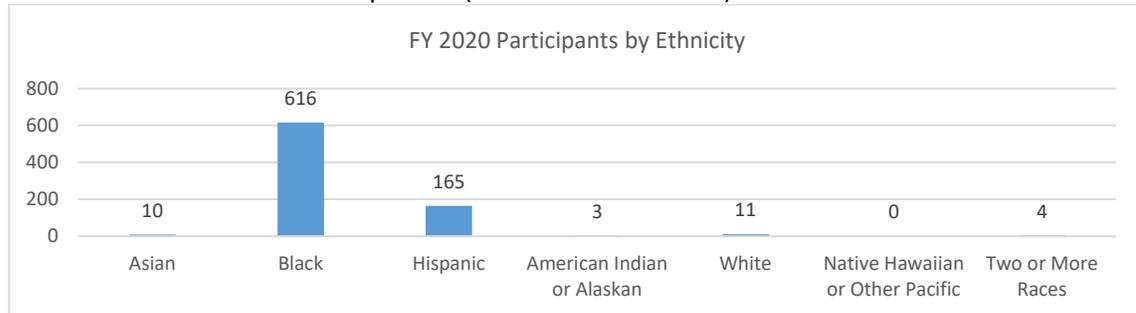
In FY20, female learners represented 56.00 percent (n = 456) and male learners represented 44.00 percent (n = 353) of the total number of students served (n = 809).



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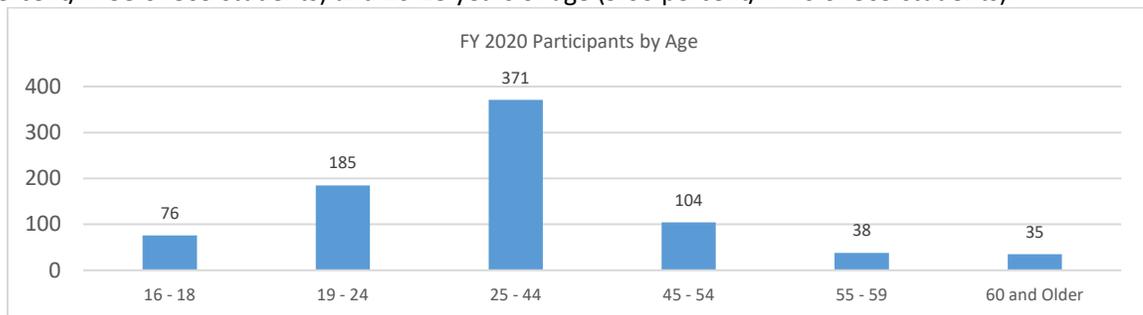
DC FY20 Participants by Ethnicity (NRS Table 2)

At 76.00 percent (n = 616 of 809 students), black or African-American participants comprised the single largest ethnic group of learners served; Hispanic or Latino students followed at 20.00 percent (n = 165 of 809 students). The percentage of American Indian, Alaskan, Asian, or white participants and persons with Two or More Races was at 4.00 percent (n = 28 of 809 students).



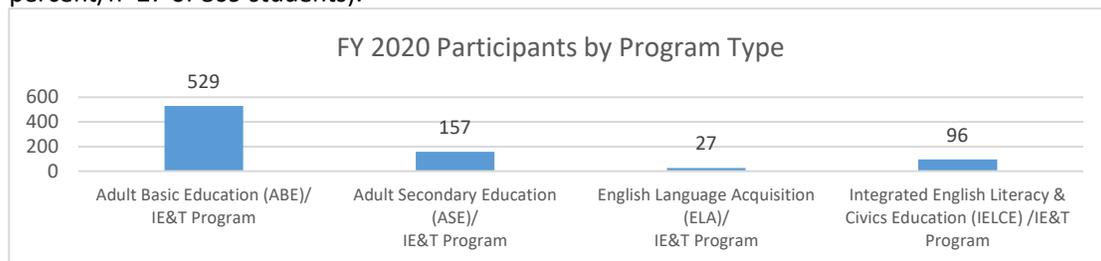
DC FY20 Participants by Age

Consistent with past years, the largest single group of learners served was students ages 25-44 (46.00 percent/n = 371 of 809 students). The second largest group was students ages 19-24 years (23.00 percent/n = 185 of 809 students), followed by learners ages of 45-54 (13.00 percent/n = 104 of 809 students). The smallest groups of learners served were at opposite ends of the age continuum and included students 60 years of age and older (4.00 percent/n=35 of 809 students), 55-59 years of age (5.00 percent/n=38 of 809 students) and 16-18 years of age (9.00 percent/n=76 of 809 students).



DC FY20 Participants by Program Type (NRS Table 3)

In FY20, of the total number of learners (n = 809) 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 (65.00 percent/n = 529 of 809 students). The second and third largest groups by program type was Adult Secondary Education (ASE)/IE&T Programs (20.00 percent/n = 157 of 809 students), followed by Integrated English Literacy and Civics Education/IE&T Programs (12.00 percent/n=96 of 809 students). The fourth and smallest program type was English Language Acquisition/IE&T Programs (3.00 percent/n=27 of 809 students).



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DC FY20 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 (35.00 percent/n = 260 of 735 students) followed by ABE Level 3 (23.00 percent/n = 172 of 735 students) level. The smallest number of participants entered at ABE Level 1 (7.00 percent/n = 50 of 735 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 (37.00 percent/n = 27 of 74 students) followed by the second largest number of participants who entered in ESL Level 6 (28.00 percent/n = 21 of 74 students). The smallest number of ESL participants entered in ESL Level 2 (5.00 percent/n = 4 of 74 students).

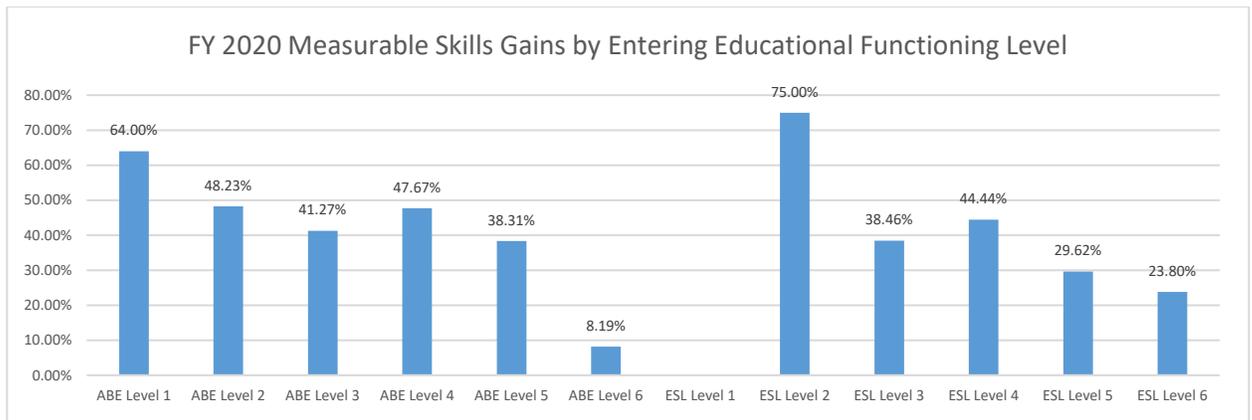
Adult Basic Education (ABE) Levels			English as a Second Language (ESL) Levels		
Entering Educational Functioning Level	Total Number Enrolled	Total Percentage Enrolled	Entering Educational Functioning Level	Total Number Enrolled	Total Percentage Enrolled
ABE Level 1	50	7%	ESL Level 1	0	0%
ABE Level 2	85	12%	ESL Level 2	4	5%
ABE Level 3	172	23%	ESL Level 3	13	18%
ABE Level 4	260	35%	ESL Level 4	9	12%
ABE Level 5	107	15%	ESL Level 5	27	37%
ABE Level 6	61	8%	ESL Level 6	21	28%
Total	735	100%	Total	74	100%

Measurable Skills Gains by Entry Level

For FY20, OSSE AFE negotiated a measurable skill gains performance target of 44.00 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). While OSSE AFE did not achieve its target of 44.00 percent, 41.88 percent (n=338) of students enrolled in an OSSE AFE-funded program had achieved a measurable skill gain as of the third quarter of the program year, when Covid-19 required programs to suspend place-based services on March 13, 2020 and remote CASAS assessments were not available until after the end of the FY20 program year. If the pandemic had not occurred and the state and local program providers could have continued to administer pre-and post-tests to students and collect and report on measurable skills gains without interruption throughout the remainder of the third quarter and the fourth quarter of the program year as well, the state would have exceeded its target of 44.00 percent for FY20, as it did in FY19 - (49.80 percent). The state will continue to work with local program providers to offer pre- and post-assessment services to students remotely, in place-based settings using Personal Protective Equipment (PPE) and social distancing and/or via a hybrid of the two approaches so that the state can meet or exceed its negotiated target of 47.00 percent for measurable skills gains in FY21.

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 64.00 percent, followed by students at ABE Level 2 (48.23 percent), and 4 (47.67 percent). Students at ESL Level 2 had the highest percentage of measurable gains at 75 percent, followed by students at ESL Level 4 (44.40 percent) and ESL Level 3 (38.46 percent).

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DC FY20 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 (FY19). It is important to note that, like NRS Table 4, the state's performance on NRS Table 5 in FY20 was also impacted by the COVID-19 pandemic. While the state experienced a 5.57 percent increase in the percentage of participants employed the second quarter after exit in FY20 (%=21.57 percent) compared to 16.00 percent in FY19, the state had a 1.57 percent decrease in the percentage of participants employed the fourth quarter after exit in FY20 (% = 19.63 percent) compared to 21.20 percent in FY19. As a result of the public emergency, many District residents are unemployed or are experiencing a loss in wages. This is reflected in the 8.00 percent decrease in median earnings of participants in FY20 (n=\$6,409) compared to \$7,021 in FY19. While the state experienced a 9.96 percent increase in the percentage of participants who attained any credential in FY20 (%=54.16 percent) compared to 44.20 percent in FY19, due to the lag in NRS Table 5 data the state may experience a decrease in its performance in FY21 due to the timeline in which new protocols for GED testing, workforce training, practicum experiences and work-based learning have been and/or are being developed in response to the shift from place-based to remote learning experiences needed for credential attainment due to the pandemic.

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)	FY 19 Performance Outcomes
Employed Second Quarter after Exit	890	194	21.79%	904	195	21.57%	16%
Employed Fourth Quarter after Exit	1,010	201	19.90%	1,029	202	19.63%	21.20%
Median Earnings Second Quarter after Exit	194	\$6,409.00	N/A	195	\$6,409.00	\$6,409.00	\$7,021

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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)	FY 19 Performance Outcomes
Attained a Secondary School Diploma/Equivalent and Enrolled in Postsecondary Education or Training within one year of exit	68	19	27.94%	68	19	27.94%	N/A
Attained a Secondary School Diploma/Equivalent and Employed within one year of exit	68	10	14.70%	68	10	14.70%	N/A
Attained a Postsecondary Credential while enrolled or within one year of exit	572	312	54.54%	578	314	54.32%	N/A
Attained any credential (unduplicated)	594	323	54.37%	600	325	54.16%	44.2%

Attainment of a Secondary School Diploma/Recognized Equivalent

For the period of July 1, 2019 – June 30, 2020:

- 179 District residents passed all four components of the GED Exam and earned a DC State Diploma.
- 43 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 FY20, 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

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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, FY19, or FY20, OSSE AFE continued to use its funding to support the provision of assessment, screening and program referral 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 continued 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 provides local funding via an MOU with the WIC to DOES each year 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, screening and program referral services weekly at the DOES AJCs. OSSE AFE also provides CASAS Implementation, CASAS eTest Coordinator and Proctor, CASAS Remote Testing, 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, continued to fund and support eligible providers selected as sub-grantees as a result of 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, conducted a new grant competition in FY20 for FY21-25 AEFLA funding, including Sec. 243 IELCE, and awarded IELCE funding to four of 12 providers.

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.

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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/or 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 FY20, 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 and 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 takes time to increase local programs' understanding and integration of standards in their programs. As such, the state continues to provide professional development, technical

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assistance and resources to local program providers and to monitor and evaluate their efforts to integrate relevant standards 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 57.00 percent (n=38 of 67) 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 LACES, the state's management information system.
- An analysis of student enrollment data and instructional hours in FY20 in LACES.

Factors:

- The total number of students served in FY20 was 67 per NRS Table 10 – Outcome Achievement for Adults in Correctional Education.
- Of the 67 students, 20 exited achieving an outcome or median earning value in FY20 (based on aligned survey and data matching results).
- Of the 67 students, 9 re-enrolled and had instructional hours in FY21.
- $20 + 9$ (re-enrolled students with instructional hours) = 29 students that did not recidivate.
- $29/67 = 43.00$ percent of students did not recidivate.
- 100 percent minus 43.00 percent = 57.00 percent (n = 38) of students may have returned to a previous pattern of delinquent behavior or criminal conduct.

It is important to note that the recidivism rate could be less than 57 percent. Because we do not have wage, enrollment or instructional hours data for the 38 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.

**FEDERAL FISCAL YEAR 2019
MONITORING REPORT
ON THE
DISTRICT OF COLUMBIA
REHABILITATION SERVICES
ADMINISTRATION
VOCATIONAL REHABILITATION
AND
SUPPORTED EMPLOYMENT PROGRAMS**



**U.S. Department of Education
Office of Special Education and
Rehabilitative Services
Rehabilitation Services Administration**

November 11, 2020

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SECTION 1: THE SCOPE OF THE REVIEW

A. Background

Section 107 of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended by Title IV of the Workforce Innovation and Opportunity Act (WIOA), requires the Commissioner of the Rehabilitation Services Administration (RSA) to conduct annual reviews and periodic on-site monitoring of programs authorized under Title I of the Rehabilitation Act to determine whether a vocational rehabilitation (VR) agency is complying substantially with the provisions of its State Plan under Section 101 of the Rehabilitation Act and with the evaluation standards and performance indicators established under Section 106 of the Rehabilitation Act subject to the performance accountability provisions described in Section 116(b) of WIOA. In addition, the Commissioner must assess the degree to which VR agencies are complying with the assurances made in the State Plan Supplement for Supported Employment Services under Title VI of the Rehabilitation Act.

Through its monitoring of the State Vocational Rehabilitation Services program (VR program) and the State Supported Employment Services program (Supported Employment program) administered by the District of Columbia Rehabilitation Services Administration (DC RSA) in Federal fiscal year (FFY) 2019, RSA—

- Assessed the performance of the VR and the Supported Employment programs with respect to the achievement of quality employment outcomes for individuals with disabilities, including those with significant and most significant disabilities;
- Identified strategies and corrective actions to improve the program and fiscal performance related to the following focus areas:
 - Performance of the State Vocational Rehabilitation Services and State Supported Employment Services Programs;
 - Pre-Employment Transition Services for Students with Disabilities;
 - Financial Management of the State Vocational Rehabilitation Services and State Supported Employment Services Programs; and
 - Joint Workforce Innovation and Opportunity Act Final Rule Implementation.

In addition, RSA reviewed a sample of individual service records to assess internal controls for the accuracy and validity of the Case Service Report (RSA-911) data and service records to assess measurable skill gains.

The nature and scope of this review and the process by which RSA carried out its monitoring activities, including the conduct of an on-site visit on April 16 through 17, and 23, 2019, is described in detail in the [State Vocational Rehabilitation Services and State Supported Employment Services Programs Federal Fiscal Year 2019 Monitoring and Technical Assistance Guide](#).

B. Review Team Participants

Members of the RSA review team included Jim Doyle, Shannon Moler, and Jessica Davis (Vocational Rehabilitation Program Unit); Craig McManus (Fiscal Unit); Jason Hunter (Technical Assistance Unit); and Yann-Yann Shieh (Data Collection and Analysis Unit).

C. Acknowledgments

RSA wishes to express appreciation to the representatives of DC RSA for the cooperation and assistance extended throughout the monitoring process. RSA also appreciates the participation of others, such as the State Rehabilitation Council (SRC), the Client Assistance Program, advocates, and other stakeholders in the monitoring process.

SECTION 2: FOCUS AREA – PERFORMANCE OF THE STATE VOCATIONAL REHABILITATION SERVICES AND STATE SUPPORTED EMPLOYMENT SERVICES PROGRAMS

A. Purpose

Through this focus area, RSA assessed the achievement of employment outcomes, including the quality of those outcomes, by individuals with disabilities served in the VR program through conducting an analysis of VR program data and a review of individual service records. The analysis below, along with any accompanying findings and corrective actions, is based on a review of the programmatic data contained in Appendix A of this report. The data used in the analysis are those collected and reported by the VR agency.

B. Analysis of the Performance of the VR Program

VR Agency Profile

Resources: Appendix A—Tables 1, 2, 3, and 4

For program year (PY) 2017, DC RSA reported a total of 2,585 applicants and 2,053 individuals determined eligible for VR services. During this time, 1,689 individuals received VR services after developing an approved individualized plan for employment (IPE) and an additional 592 individuals had an approved IPE but did not receive any VR services. Of those who received services with an approved IPE in PY 2017, the majority of those served were individuals with psychological or psychosocial disabilities (43.1 percent of all individuals served), followed by individuals with cognitive disabilities (33.0 percent of all individuals served).

Of the 3,247 individuals who exited the program in PY 2017, 2,105 individuals exited after receiving VR services. Of those who received VR services and exited the VR program, 635 individuals, or 30.2 percent, achieved competitive integrated employment. Of those individuals who achieved competitive integrated employment, 150 individuals exited with a supported employment outcome. DC RSA reported 1,470 individuals exited without achieving an employment outcome after receiving VR services.

The VR Process

Resources: Appendix A—Tables 1, 2, 4, and 5

Over a three-year period, the number of total applicants decreased from 3,384 individuals in FFY 2016, to 2,723 individuals in FFY 2018, based on data reported through the RSA-113. During the same three-year period, the number of total eligible individuals decreased from 2,728 individuals in FFY 2016 to 2,226 individuals in FFY 2018. As reported on the RSA-911 report, in PY 2017, 610 individuals exited from application status before an eligibility determination was made and 368 individuals exited after being determined eligible for VR services, but before an IPE was developed. DC RSA attributed the decline of new applicants and individuals determined eligible to the limited number of individuals with disabilities across the District of

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Columbia who have not already been served by the VR agency or who require VR services. DC RSA communicated its plan to conduct surveys of individuals who exit the VR program after eligibility is determined but before an IPE has been developed to determine the reasons why eligible individuals are withdrawing from the VR program. In addition, DC RSA identified the need to assess barriers and challenges to the development of timely IPEs and provide staff training to resolve all identified issues.

In PY 2017, DC RSA reported that 98.2 percent of eligibility determinations were made within 60 days from the date of application. Of those eligibility determinations, 0.9 percent involved an eligibility extension. That same year, DC RSA reported that 75.7 percent of IPEs were developed within 90 days from the date of eligibility determination. DC RSA reported its case management system does not have the ability to track extensions granted for the development of IPEs. Although DC RSA has been under an order of selection (OOS) since FFY 2014, all of its priority categories have remained open.

From FFY 2016 through FFY 2018, the number of individuals with an IPE receiving services remained fairly consistent, increasing slightly from 4,920 individuals to 4,931 individuals. During this same period, the percentage of individuals with an IPE who receive no VR services increased from 18.4 percent for FFY 2016, to 25.2 percent for FFY 2018. DC RSA reported this increase in the percentage of individuals with an IPE who received no services as being partly due to how services are reported in the agency's case management system. Specifically, VR services are not reported until the service has been provided, received, or completed, rather than at the time the service has begun or is being conducted. For example, vocational guidance and counseling is not reported until the individual's case record is closed.

VR Services

Resources: Appendix A—Tables 6, 7, and 11

During PY 2017, DC RSA provided VR services to a total of 5,143 individuals. Of those individuals, 29 individuals (0.6 percent) received graduate degree training, 471 individuals (9.2 percent) received bachelor's degree training, 38 individuals (0.7 percent) received junior or community college training, and 197 individuals (3.8 percent) received occupational or vocational training.

Of the 5,143 participants who received VR services during PY 2017, DC RSA reported only 2.7 percent of the participants, or 138 individuals, were eligible for measurable skill gains. Further, DC RSA reported 27 participants, or 19.7 percent of those it reported as eligible for measurable skill gains, achieved a total of 28 measurable skill gains. RSA discussed the discrepancies and inconsistencies with the data reported by DC RSA. As noted previously, DC RSA reported 735 participants, collectively, who received a postsecondary education or training program but identified only 138 individuals as eligible for measurable skill gains. Of the 471 participants who received bachelor degree training, 38 participants who received junior or community college, and 29 participants who received graduate training in PY 2017, DC RSA reported only 23 participants as earning measurable skill gains related to a postsecondary transcript or report card. In addition, of the 197 participants who received occupational or vocational training, DC RSA reported three participants earning measurable skill gains for a training milestone and two

earning measurable skill gains for skills progression. Finally, DC RSA reported serving a total of 1,518 students with disabilities in PY 2017, none of whom was reported as earning measurable skill gains for educational functional level or secondary diploma.

DC RSA attributes the low number and percentages reported for measurable skill gains to the manner in which data is collected and entered into its case management system. In particular, each quarter the staff must manually identify and track participants enrolled in a postsecondary education or training program and verify the necessary documentation has been obtained that would verify the earning of a measurable skill gains before reporting the data in the case management system. DC RSA agreed this process allows for underreported data and data that are subject to validation errors. DC RSA reported it is in the process of working with its case management vendor to identify a better process to collect and report these data.

During PY 2017, DC RSA appeared to underreport or did not provide career and other services, as demonstrated by the RSA-911 report. Of the 5,143 participants who received VR services in PY 2017, DC RSA reported providing vocational guidance and counselling to 57.7 percent of all participants. During this same period, DC RSA reported the following percentages of career and other services to its participants: job placement assistance (38.9 percent), assessment services (9.4 percent), short-term job support (7.3 percent), supported employment services (6.1 percent), benefits counseling (1.7 percent), customized employment services (0.0 percent), and rehabilitation technology (2.9 percent). A more comprehensive list that includes the number of participants and percentages who received training, career, and other services for PY 2017 can be viewed at Table 6 in Appendix A of this report.

DC RSA stated throughout the monitoring process the agency's focus in recent years has been to prepare individuals served by its agency for employment aligned with the local business needs, which includes training in advanced fields. DC RSA explained it does not believe the data reported for the VR services in PY 2017 accurately reflect the services provided by, or in coordination with, VR counselors regarding the individuals who received VR services. DC RSA believes the low percentages of VR services reported was attributed to the process used for entering data in its case management system, as discussed previously. DC RSA has identified the need to further train staff on the coding process and requirements to ensure all services are recorded and accurately reported. Additionally, DC RSA acknowledged staff were not reporting data for services that were funded through comparable benefits or no cost services as explained in PD-16-04, which was in effect at the time of the review and provided instructions for RSA-911 reporting.

Quality of Employment Outcomes

Resources: Appendix A—Tables 1, 4, 5, 6, 8, 9, and 10

In PY 2017, 635 individuals exited with competitive integrated employment, 150 of whom achieved supported employment. The median hourly earnings at exit for those who achieved competitive integrated employment was \$13.00 per hour and the median hours worked at exit was 35 hours.

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During this same period, DC RSA reported the three most common employment types using the Standard Occupational Classification (SOC) titles for PY 2017 were building and grounds cleaning and maintenance (140 participants), office and administrative support (126 participants), and food preparations and serving (67 participants). Collectively, these accounted for 333 individuals (52 percent) of the 635 participants who achieved employment outcomes in PY 2017. All three occupational categories achieved median hourly earnings of \$12.50, the minimum wage in the District of Columbia for PY 2017.

DC RSA reported that the agency is in the process of developing partnerships with employers across the District and surrounding metro area that recruit for high skilled positions. RSA discussed the need for DC RSA to further explore the local market information (LMI) to identify how the agency can meet the needs of its employers through the individuals it serves and provide the necessary training to VR staff to be knowledgeable of current LMI when providing the necessary vocational guidance and counseling, training, and services to eligible individuals prior to and after the development of an IPE.

Pre-Employment Transition Services

Resources: Appendix A—Tables 11 and 12

The total number of students with disabilities reported by DC RSA in PY 2017 was 1,518. Of those students served, 56 or 3.7 percent, received pre-employment transition services, none of which were reported as potentially eligible students with disabilities. DC RSA acknowledged a significant number of students with disabilities received pre-employment transition services but were not formally registered with the agency. Students with disabilities were identified and registered with the agency only after submitting an application for VR services and providing DC RSA with the necessary parental consent if the student was not of age. According to the RSA-911 report, of the 56 students with disabilities who received pre-employment transition services in PY2017, DC RSA reported that the agency provided a total of 160 pre-employment transition services. Of the 160 pre-employment transition services, job exploration counseling accounted for 65.0 percent of all pre-employment transition services followed by work-based learning experiences, which accounted for 16.3 percent. Counseling on enrollment opportunities, workplace readiness training and instruction in self-advocacy accounted for 10.6 percent, 5.0 percent, and 3.1 percent, respectively.

The agency requested technical assistance from the Workforce Innovation Technical Assistance Center (WINTAC) on the RSA-911 reporting and tracking of potentially eligible students with disabilities. Also, DC RSA requested additional technical assistance from RSA and WINTAC on how other VR agencies have developed procedures to obtain the necessary parental consent and documentation to serve students with disabilities in the school systems.

C. Internal Controls

The RSA review team assessed performance accountability in relation to the internal control requirements in 2 C.F.R. § 200.303. Internal controls are a process, implemented by a non-Federal entity, designed to provide reasonable assurances regarding the achievement of objectives in the effectiveness and efficiency of operations, reliability of reporting for internal

and external use, and compliance with applicable laws and regulations. Internal controls are established and implemented as a measure of checks and balances to ensure proper expenditures of funds. Internal controls serve to safeguard assets and prevent fraud, waste, abuse, and mismanagement. They include methods and procedures the grantee uses to manage the day-to-day operations of grant-supported activities to assure compliance with applicable Federal requirements and that performance goals are being achieved.

Policies and Procedures

Prior to the on-site monitoring review, RSA requested documentation from DC RSA that outlines its policies and procedures related to the case service records; reporting on the RSA-911; its internal control processes (e.g., ensuring data accuracy, reliability, and timely submission); and a description of the case file (service record) organization or documents used by DC RSA staff to organize case files. DC RSA provided RSA with a description of various parts of its quality assurance (QA) process, including case management, case reporting, case closure policies, quality case review form, and the quality review and supervisory case review instrument for VR counselors.

DC RSA has a Quality Assurance and Compliance Unit (QA Unit) that works in conjunction with its DSA's Quality Assurance and Performance Management Administration (QAPMA) to conduct random case reviews on a monthly basis with a minimum of six cases pulled from the case management system for each of the VR counselors in the agency. Two cases are assigned to the VR Unit supervisor of the VR counselor, two cases are assigned to another VR Unit supervisor and two cases are reviewed by the QA Unit. The QA Unit consists of a Training Specialist, Program Analyst, QA Supervisor and QA Internal Monitors. In addition, VR supervisors, VR Specialists and Rehabilitation Assistants assist the QA Unit with reviews.

The QA Unit uses a quality review instrument to complete its monthly case reviews. The QA Unit tallies the case review results and completes a summary report of the findings, which are submitted to the Deputy Director of Program Services and all VR Unit Supervisors within 10 business days of the completion of the review. Once the summary report of findings has been issued, management and their designees, with technical assistance from the QA unit when requested, develop and implement an action plan for quality improvement for areas identified during the case service record review.

The RSA review team found that DC RSA case management policies and standard operating procedures (SOP) were updated a few months prior to the on-site monitoring review. Under the SOP, DC RSA planned to assign two positions within QAPMA exclusively to the data elements collected for the RSA-911 report, data applicable to the common performance indicators, and overall data integrity. Staff assigned to these two positions would be responsible for random sampling of data, obtaining post-exit wage and credential attainment data, verifying documentation of data, verifying accuracy of documentation of data with dates in the case management system, and conducting targeted case reviews. DC RSA informed RSA that the agency was still in the process of revising its policies and SOPs with assistance from the WINTAC and several policy updates were in process at the time of the review.

DC RSA shared its revised web-based case review instrument using screen shots of the 13 items assessed for each case service record reviewed. In addition, the agency shared an example of a summary produced for one of the reviewed district offices. Scores are determined on a pass/fail basis and the reviewer can include additional comments based on issues observed.

Service Record Review

The RSA review team randomly selected 20 service records of participants who exited with competitive integrated employment or supported employment and 20 service records of participants who earned measurable skill gains to verify that the service records contained documentation supporting data reported by the VR agency on the RSA-911. The results of that review are summarized in Appendix B. Of the service records reviewed for individuals who received an employment outcome, four of 20 of the service records, or 20 percent, had all required documentation, while 80 percent included some discrepancies or did not have all required documentation. Of the 20 service records reviewed for individuals who achieved measurable skill gains, seven service records, or 35 percent, had all required documentation, while 65 percent included some discrepancies or did not have all required documentation.

Of the 20 service records reviewed for individuals who achieved competitive integrated employment or supported employment outcomes, 75 percent had documentation in the service record verifying the date of application reported on the RSA-911 and 95 percent of the service records included sufficient documentation verifying the date of eligibility. Documentation was present in 17 (85 percent) of the service records reviewed for the date of the most recent IPE. Six (30 percent) of the service records reviewed contained documentation verifying the reported start date in the individual's primary occupation. Adequate documentation verifying the employment outcome at exit was present in four (20 percent) of the service records reviewed. Supporting documentation was present for eight (40 percent) of the service records reviewed for hourly wage at exit. For the type of exit, adequate documentation was present in 12 (60 percent) of the service records and the date of exit contained adequate documentation in 16 (80 percent) of service records reviewed.

Of the 20 service records reviewed for individuals with measurable skill gains, 14 (70 percent) included adequate supporting documentation of the date for the initial VR service on the IPE as reported on the RSA-911. Regarding the date reported on the RSA-911 as the date enrolled during program participation in an education or training program leading to a recognized postsecondary credential or employment, seven (35 percent) of the service records had the required documentation.

Additionally, the service records reviewed included verification of the types of measurable skill gains attained, such as educational functioning level, secondary transcript/report card, postsecondary transcript/report card, training milestone, and skills progression. Of the service records that indicated participants achievement of a measurable skill gains through postsecondary transcript/report card, nine of 19 records had the required documentation. Two of the service records reviewed indicated participants' achievement of a measurable skill gains for a training milestone; however, neither of these two service records contained the required documentation.

D. Findings and Corrective Actions

RSA's review of the performance of DC RSA in this focus area resulted in the identification of the following findings and the corresponding corrective actions to improve performance.

2.1 Internal Controls

Issue: Did DC RSA maintain effective internal control over the Federal award to provide reasonable assurance that DC RSA was managing the Federal award in compliance with Federal statutes, regulations, and the terms and conditions of the award.

Requirement: A State VR agency must assure, in the VR services portion of the Unified or Combined State Plan, that it will employ methods of administration that ensure the proper and efficient administration of the VR program. 2 C.F.R. § 200.303 requires that VR agencies develop an internal controls process to provide a reasonable assurance regarding the achievement of objectives in the effectiveness and efficiency of operations, reliability of reporting for internal and external use; and that is established and implemented as a measure of checks and balances to ensure proper expenditures of funds, including the evaluation and monitoring of compliance with statutes, regulations and the terms and conditions of Federal awards.

Additionally, 2 CFR §200.303, among other things, requires a non-Federal entity to—

- Establish and maintain effective internal control over the Federal award that provides reasonable assurance that the non-Federal entity is managing the Federal award in compliance with Federal statutes, regulations, and the terms and conditions of the Federal award. These internal controls should be in compliance with guidance in Standards for Internal Control in the Federal Government issued by the Comptroller General of the United States and the Internal Control-Integrated Framework, issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO);
- Comply with Federal statutes, regulations, and the terms and conditions of the Federal awards;
- Evaluate and monitor the non-Federal entity's compliance with statutes, regulations, and the terms and conditions of Federal awards; and
- Take prompt action when instances of noncompliance are identified, including noncompliance identified in audit findings.

An internal control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or correct processes that might lead to non-compliance with Federal and State requirements.

Pursuant to 34 C.F.R. § 361.47(a), VR agencies must maintain for each applicant and eligible individual a record of services that includes, to the extent pertinent, documentation including, but not limited to, the individual's application for VR services, the individual's IPE, and information related to closing the service record of an individual who achieves an employment outcome. Further, VR agencies, in consultation with the State Rehabilitation Council, if the State has such a Council, must determine the type of documentation that the VR agency must maintain for each

applicant and eligible individual in order to meet these requirements in accordance with 34 C.F.R. § 361.47(b).

In accordance with 34 C.F.R. § 361.45(a), the VR services portion of the Unified or Combined State plan must assure that an IPE meeting the requirements of this section and 34 C.F.R. § 361.46 is developed and implemented in a timely manner for each individual determined to be eligible for VR services or, if the DSU is operating under an order of selection pursuant to 34 C.F.R. § 361.36, for each eligible individual to whom the State unit is able to provide services; and that services will be provided in accordance with the provisions of the IPE. In addition, under 34 C.F.R. § 361.45(e), the IPE must be developed as soon as possible, but no later than 90 days after the date of eligibility determination, unless the State unit and the eligible individual agree to the extension of that deadline to a specific date by which the IPE must be completed.

Pursuant to 34 C.F.R. § 361.56, the service records for individuals who have achieved an employment outcome may be closed only if: an employment outcome described in the individual's IPE in accordance with 34 C.F.R. § 361.46(a)(1) has been achieved and is consistent with an individual's unique strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice; the employment outcome is maintained for an appropriate period of time, but not less than 90 days to ensure stability of the employment outcome and the individual no longer needs VR services; the outcome is considered to be satisfactory and agreed to by the qualified rehabilitation counselor employed by the DSU and the individual who must agree that they are performing well in the employment; and the individual has been informed of post-employment services through appropriate modes of communication. Under 34 C.F.R. § 361.47(a)(15), prior to closing a service record, VR agencies must maintain documentation verifying that the provisions of 34 C.F.R. § 361.56 have been satisfied. More specifically, under 34 C.F.R. § 361.47(a)(9), VR agencies must maintain documentation verifying that an individual who obtains employment is compensated at or above minimum wage and that the individual's wage and level of benefits are not less than that customarily paid by the employer for the same or similar work performed by individuals without disabilities.

Analysis: RSA found several areas of concern that fall within the area of internal controls. These concerns are identified below.

Internal Controls for Case File Documentation

DC RSA's internal controls did not ensure that case files adhered to the record of service requirements in 34 C.F.R. § 361.47. Specifically, in fulfilling these requirements, the internal controls did not ensure that DC RSA adhered to the requirements for closing the record of services of an individual who has achieved an employment outcome pursuant to 34 C.F.R. § 361.56.

During the service record review, RSA observed 14 service records, or 65 percent of all service records reviewed, did not include sufficient documentation to substantiate the individual's start date of employment in the primary occupation at exit or closure. The service records reviewed lacked documentation regarding the individual's primary occupation, the actual date employment was obtained, the position title, hourly wage or salary, name of employer or the location of employment.

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In addition, 12 service records, or 60 percent of all service records reviewed, did not include documentation that verified the hourly wage of the individual at the time of exit. In most cases, RSA observed the service records did not document any follow up by the VR counselor with the individual to verify the individual's wage or seek other forms of verification prior to closing the individual's case record and relied on the self-report of the individual or another source, usually from an earlier date or at the time employment was first reported.

In addition, 16 service records, or 80 percent of all service records reviewed, did not include sufficient documentation to substantiate the individual's employment status at the time of exit. RSA could not find any documentation that the VR counselor verified the individual remained employed before DC RSA closed the service record. In these instances, RSA observed that the service records reviewed lacked documentation to support that VR counselors verified that the individual maintained employment for at least 90 days and that the placement continued to be stable at the time of closure, as required at 34 C.F.R. § 361.56(b). Furthermore, RSA observed documentation in these service records did not sufficiently verify whether the individual needed VR services, the individual and VR counselor considered the employment outcome to be satisfactory, and that both agreed the individual was performing well in employment, in accordance with 34 C.F.R. § 361.56(c). Additionally, four service records, or 20 percent of the service records reviewed, did not include a signed closure letter in the service record or include a closure date in the management system that matched the dates reported on the RSA-911 report.

DC RSA must maintain documentation in the case service record to verify the accuracy of data reported in accordance with 34 C.F.R. §§ 361.40 and 361.47(a). In the majority of 20 service records reviewed, DC RSA did not maintain sufficient supporting documentation that substantiated the data reported to RSA. Therefore, without the proper supporting documentation in the case service records to validate the data elements, RSA was unable to verify the data elements reported on the RSA-911 were accurate, including the date VR services began under the IPE, start date of employment, weekly earnings, and the employment outcomes at case closure or exit.

Untimely Development of the IPE

As part of the monitoring process, RSA analyzed the length of time it took for DC RSA to develop IPEs from the date of eligibility determination to the initiation of VR services. In PY 2017, of the 2,936 individuals whose IPEs were developed, 714 individuals, or 24.5 percent, did not have their IPEs developed within the Federally required 90-day period. In accordance with 34 C.F.R. § 361.45(a), the VR services portion of the Unified or Combined State plan must assure that an IPE meeting the requirements of this Section and 34 C.F.R. § 361.46 is developed and implemented in a timely manner for each individual determined to be eligible for VR services or, if the DSU is operating under an order of selection pursuant to 34 C.F.R. § 361.36, for each eligible individual to whom the State unit is able to provide services; and that services will be provided in accordance with the provisions of the IPE. In addition, under 34 C.F.R. § 361.45(e), the IPE must be developed as soon as possible, but not later than 90 days after the date of eligibility determination, unless the State unit and the eligible individual agree to an extension of that deadline to a specific date by which the IPE must be completed.

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Accurate Reporting of Measurable Skill Gains

DC RSA did not submit accurate data reports pursuant to 34 C.F.R. § 361.40. For PY 2017, DC RSA reported 27 participants earned a total of 28 Measurable Skill Gains. The number of participants, 27 individuals, represent 19.7 percent of all participants reported eligible to earn a measurable skill gain in PY 2017.

During the service record review, RSA observed deficiencies in the reporting of the start date of initial VR services on or after the IPE was approved, the enrollment date in an education or training program leading to a recognized postsecondary credential or employment, and the date of the most recent measurable skill gain category. The primary issue observed during this area of service record review was not having proper documentation to substantiate the reported skill gains earned, as reported on the RSA-911 report.

In addition, RSA observed the date reported for the achievement of measurable skill gains did not correspond to the date of the supporting documentation when documentation was available in the service record. Of the 20 service records reviewed for participants who earned one or more measurable skill gains, 14 service records, or 70 percent, included one or more deficiencies with the required supporting documentation or incorrect dates when compared to the case management system and the RSA-911. Specifically, six of the 20 service records, or 30 percent, had discrepancies in terms of the start date of the initial VR service after the approval of the IPE, and 13 of 20 service records (65 percent) were identified as having discrepancies concerning the date the participant was enrolled in an education or training program leading to a recognized postsecondary credential or employment. In addition, 11 (55 percent), of the measurable skill gains reported for the 20 service records reviewed contained discrepancies in the dates reported or insufficient supporting documentation within the service record.

Internal Control Policies and Procedures

RSA reviewed DC RSA's policies and procedures governing its internal controls and found its procedures inadequate and incomplete. DC RSA informed the review team during the on-site process that its written SOP for ensuring compliance and quality review had been revised and therefore, the SOP provided to RSA as part of the documentation request in preparation for the review was no longer in effect. During the on-site portion of the review, DC RSA notified RSA it had developed a more robust case record review process that would allow for more service records to be reviewed through its case management system. DC RSA did not have any written procedures for this review process, but did provide RSA a screen shot of the review questions and an example summary and data of cases reviewed. Further, DC RSA's SOP for case record documentation was in draft status and consisted of a replication of RSA's case record review instrument and the guidance issued by RSA in March 2017, Supporting Documentation for Case Service Report (RSA-911) Documentation Guidance.

Conclusion: RSA determined that, at the time of the review, DC RSA had not established and maintained effective internal control over its Federal award that provided reasonable assurance that the non-Federal entity was managing the Federal award in compliance with Federal statutes, regulations, and the terms and conditions of the Federal award. As a result of the analysis, RSA determined that DC RSA's internal controls did not ensure the service record requirements at 34

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C.F.R. § 361.47 were met. Specifically, DC RSA's internal controls did not ensure the requirements were met for the development of the IPE pursuant to 34 C.F.R. § 361.45, and for closing the record of services of an individual who has achieved an employment outcome pursuant to 34 C.F.R. § 361.56. DC RSA must develop and implement internal controls that ensure the proper and efficient administration of the VR program, including those necessary to submit accurate and reliable data reports with required documentation to verify its data for the VR and Supported Employment programs. In addition, DC RSA must develop a system of internal controls to evaluate and monitor its performance for continual improvement and compliance.

Corrective Action 2.1: RSA requires that DC RSA—

- 2.1.1 Develop internal control policies and procedures to ensure that the provisions of 34 C.F.R. § 361.47 have been met, and through service record documentation, the requirements at 34 C.F.R. § 361.45 for development of an IPE, and 34 C.F.R. § 361.40 and RSA PD-19-03 (now in effect for the reporting of RSA-911 data since July 1, 2020) for the accurate reporting of its data are met;
- 2.1.2 Assess and evaluate current procedures for tracking and monitoring VR counselor performance and efficient practices used by high performing VR counselors and supervisors, including the use of case management tools, to ensure timely IPE development, verify supporting documentation requirements, and the verification of employment;
- 2.1.3 Develop mechanisms to collect and aggregate the results of these reviews and use the results to inform and conduct necessary training and evaluation of staff; and
- 2.1.4 Assess the results of the policies and procedures governing its internal control procedures to ensure compliance with the reporting of data.

VR Agency Response: DCRSA has no response at this time.

VR Agency Request for Technical Assistance: Yes, to ensure compliance.

Finding 2.2 Residency Requirement

Issue: Is DC RSA out of compliance with Section 101(a)(12) of the Rehabilitation Act and 34 C.F.R. § 361.42(c) of the VR program regulations, which prohibit a DSU from imposing a duration of residence requirement that excludes from services any applicant who is present in the State as part of its eligibility determination process.

Requirement: Pursuant to 34 C.F.R. § 361.42(c)(1), the VR services portion of the Unified or Combined State Plan must assure that the State unit will not impose, as part of determining eligibility under this section, a duration of residence requirement that excludes from services any applicant who is present in the State. The designated State unit may not require the applicant to demonstrate a presence in the State through the production of any documentation that under State or local law, or practical circumstances, results in a de facto duration of residence requirement.

Analysis: DC RSA policies for eligibility (2019-RSA-POL002-Eligibility), implemented on February 25, 2019, state that the agency does not have a duration of residency requirement for

applicants as part of its eligibility determination process. Specifically, the eligibility policy at section IV(A)(1)(c) for eligibility states “the Agency shall not require the applicant to demonstrate a presence in the District of Columbia through the production of any documentation that would impose a duration of residence requirement.” In addition, this policy also states, “DCRSA shall provide services to all eligible persons who are present and available in the District of Columbia. People are considered present in D.C. if they are available to receive services.” Although these policies are consistent with the Rehabilitation Act and its implementing regulations, DC RSA contradicts its policies with additional policies and through its procedures. Specifically, DC RSA eligibility policy at section VI(A)(2), requires applicants to live in the District of Columbia prior to being determined eligible for services, stating “DCRSA does not impose any duration of residence requirement, however a person must live in the District of Columbia to receive services.”

During the review process, DC RSA provided RSA its intake form for applicants of the VR program. The Intake form requests all applicants to bring documentation at the time of the initial intake that would verify the individual is a resident of the District of Columbia, which include “a photo identification card (DC resident card or driver’s license)” and “proof of residency in the District of Columbia,” among other formal documents. During the on-site portion of the review, DC RSA staff confirmed formal documentation is required by all applicants that identify the applicant is a resident of the District of Columbia before eligibility is determined. DC RSA indicated that the agency does not believe it imposes any duration of residency requirements for applicants by requiring formal documentation or verification showing the individual is a resident of the District of Columbia, but rather that the applicant is present to receive services.

Conclusion: DC RSA is not in compliance with 34 C.F.R. § 361.42(c)(1) which prohibits a DSU from requiring the applicant demonstrate a presence in the State through the production of any documentation that results in a de facto duration of residency requirement.

Corrective Action 2.2: RSA requires that DC RSA—

- 2.2.1 Revise DC RSA’s policies and procedures requiring applicants or eligible individuals to produce documentation or otherwise prove residency in the District of Columbia so that these policies are in compliance with 34 C.F.R. § 361.42(c)(1);
- 2.2.2 Revise all applicable forms and resource material that require documentation of the applicant’s residency in the District of Columbia and ensure its distributed to the offices, one-stops and other stakeholders; and
- 2.2.3 Conduct training for all staff on the new policies and procedures.

VR Agency Response: DCRSA has no response at this time.

VR Agency Request for Technical Assistance: Yes, to ensure compliance.

E. Technical Assistance

In the course of conducting monitoring activities, RSA provided technical assistance to DC RSA as described below.

Internal Controls

RSA identified and discussed multiple concerns with DC RSA's lack of internal control processes to ensure its data are accurate and supported by the required documentation in the agency's case management system and service records. RSA clarified that the need to provide accurate data supported by documentation is not only a requirement of Federal grant awards and regulations, but essential to public and Congressional reporting. In addition, submission of timely and accurate data is an essential element of the performance indicators that may otherwise lead to sanctions to the District of Columbia pursuant to Section 116(d)(5) and (e) of WIOA and RSA PD-17-01.

RSA reviewed DC RSA's policies and procedures governing its internal controls for data collection, reporting, and procedures for ensuring accurate performance data. RSA discussed with DC RSA the need to improve internal controls to ensure accurate, valid, and reliable data, as required by 34 C.F.R. § 361.40 and 2 C.F.R § 200.303. During the review, DC RSA reported a significant reliance on its case management system's edit checks for errors, which are conducted on a quarterly basis by the vendor of the case management system. In addition, DC RSA relies on its VR counselors to report on a quarterly basis relevant data specific to the performance indicators in its WIOA Common Performance Measures form in its case management system. This process involves the VR counselor manually identifying and reporting all data necessary to report each of the performance indicators.

RSA communicated that DC RSA needed to develop more comprehensive systems that ensure proper internal controls are in place. RSA further explained that internal controls procedures must go beyond checking for data errors and consistency issues and must verify the data are accurate and supported with documentation in the case record that aligns with the correct dates reported. In addition, the data must align with a case record's financial information, which is handled separately by its fiscal unit.

RSA informed DC RSA of the need to develop a more comprehensive case review process to determine if data are accurate and verified with supporting documentation. DC RSA routinely reviews 13 elements of a case record and each element is identified as either "pass," "fail," or "N/A." Although several of the elements review whether the case record has the proper documentation, such as signed application, eligibility letter, and approved IPE, there are significant areas of a case record that are not reviewed as part of the VR agency's review process and these were identified by RSA as a deficiency during RSA's case review. For example, none of the required elements for the performance indicators was reviewed to ensure case records included the necessary supporting documentation, verified the data reported, or validated the accuracy of the data. In addition, the only employment related element reviewed was verification the employment outcome was in a competitive integrated setting. RSA provided technical assistance that all case reviews should include verification of the start date of employment, the employment achieved was consistent with the individual's IPE goal, and verification the individual has retained employment for no less than 90 days and meets the requirements of 34 C.F.R. § 361.56 prior to closing the individual's case record.

Finally, RSA provided technical assistance to DC RSA concerning its lack of written policies and standard operating procedures governing its internal controls for case review processes, case record reviews and its process for submitting its RSA-911 report in an accurate and timely manner.

Policies and Procedures

RSA reviewed and provided DC RSA feedback and guidance related to its policies and procedures governing the process and provisions for VR and supported employment services consistent with applicable Federal requirements of the Rehabilitation Act and 34 C.F.R. parts 361, 363, and 397. RSA provided feedback in the following areas.

Supported Employment: DC RSA's policy (policy number 2019-RSA-POL007) was developed and approved on February 22, 2019, after RSA notified DC RSA of its intention to monitor the agency. While the policy was thorough and comprehensive, DC RSA was not able to provide the review team supporting documentation demonstrating Supported Employment program funds were specifically used for individuals with the most significant disabilities after beginning employment as opposed to services that are provided prior to employment, such as assessment and job development services, or that the agency had the ability to track Supported Employment program funds for youth with the most significant disabilities for the purposes of matching its SE-A (Supported Employment) award.

Appeal Process: DC RSA's policy for due process, (2019-RSA-POL-008), effective February 26, 2019, identifies the applicant or eligible individual's right to mediation, among other due processes, if the individual is dissatisfied with a decision by the agency. During the review process, RSA consulted with the Client Assistance Program designated in the District of Columbia as part of the review process and the Client Assistance Program reported that DC RSA did not have mediators available prior to requesting a fair hearing through the District of Columbia's Office of Administration Hearings (OAH). Although DC RSA's due process policy states that an individual may "request mediation or an impartial due process hearing with the D.C. OAH", the Client Assistance Program clarified the individual must request a hearing with OAH before being offered the opportunity for mediation. Pursuant to 34 C.F.R. § 361.57(b)(1)(ii)-(iv), the applicant or recipient of services, or representative, as appropriate, must be notified of the right to pursue mediation with respect to a decision made by the designated State unit, the names and addresses of individuals with whom the request for mediation or due process hearings may be filed, and the manner in which a mediator or impartial hearing officer may be selected, consistent with 34 C.F.R. § 361.57(d).

Pre-Employment Transition Services: DC RSA developed and implemented its pre-employment transition policies on February 25, 2019 (policy number 2019-RSA-POL004). DC RSA's pre-employment transition services policy states that pre-employment transition services shall be discontinued once an individual no longer satisfies the definition of a student with a disability regardless of whether the services were identified on the individual's IPE. RSA clarified that while pre-employment transition services may not be provided or reported once the individual no longer meets the definition of a student with a disability, VR services that are similar to each of the required activities may be provided if identified on the individual's approved IPE in accordance with 34 C.F.R. § 361.48(b).

Planning and Improvement of Performance

RSA provided guidance to DC RSA on its need to develop and implement a plan to improve performance based on comprehensive succession planning, staff development and training, and consistent enforcement of all Federal requirements governing the reporting of data. During the review process, RSA observed significant deficits across multiple areas of the agency that affect performance-related matters, including its inability to apply and implement guidance issued by RSA, training and other resources provided to DC RSA over the years in the form of webinars and conferences, technical assistance provided over the phone, through emails and other documentation, and technical assistance circulars (TACs) necessary to develop and implement adequate standard operating procedures that are supported by agency-wide internal controls. In addition, DC RSA discussed direct training provided by WINTAC on at least three separate occasions regarding the performance requirements under WIOA, but the VR agency did not develop a SOP to accurately track the attainment of a recognized postsecondary education or training credential or the achievement of measurable skill gains. Furthermore, its SOP for case record documentation requirements was in draft status and was a replication of the guidance RSA issued in the spring of 2017. The procedures for submitting the VR agency's RSA-911 report was a technical crosswalk document for its case management system. Further, DC RSA did not have updated policies or procedures for its current case review process.

DC RSA has reported its inability to consistently retain staff at all levels of the agency, leading to the need to re-educate its staff routinely. RSA recommended DC RSA develop comprehensive SOPs followed up by regular training across the agency to ensure all staff are following the same processes that are reviewed and enforced. In addition, RSA recommended that the VR agency train multiple individuals to carry out the duties for positions critical to the functioning of the agency, such as the reporting of data for Federal reports and to ensure the continuation of its operations without a decline in knowledge should the agency continue to experience turnover of its staff.

Tracking of Students with Disabilities

RSA provided DC RSA guidance on the tracking of students with disabilities potentially eligible for VR services that receive pre-employment transition services. RSA reviewed the data reported by DC RSA through the RSA-911 report for PY 2017, including the number of students with disabilities who received pre-employment transition services, students potentially eligible for VR services and students reported as applicants or eligible for VR services. Although DC RSA reported it had served over 2,600 students with disabilities in PY 2017, data reported to RSA indicated only 56 students with disabilities were reported as receiving pre-employment transition services, none of whom were identified as potentially eligible for VR services. Discussions during the review process revealed this discrepancy was due to the agency failing to understand the requirements for reporting pre-employment transition services and its misunderstanding of the tracking of data for potentially eligible students. RSA provided technical assistance on the reporting requirements for students with disabilities and discussed remedies to appropriately track all students with disabilities who receive pre-employment transition services. This area is discussed further under Section 3 of this report.

Documentation and Resources

RSA provided DC RSA resources and reviewed pertinent regulations during the monitoring process:

- RSA reviewed 2 C.F.R. § 200.303 and provided possible methods to improve the agency's internal controls process and tracking of cases;
- RSA reviewed 34 C.F.R. § 361.47 and provided technical assistance on maintaining required supporting documentation in the case service records;
- RSA provided technical assistance to agency staff to ensure the accurate collection and reporting of all data elements required for the RSA-911 report, in accordance with RSA-PD-16-04 and RSA-PD-19-03;
- RSA reviewed RSA-TAC-17-01 and RSA-TAC-19-01 with the agency to provide technical assistance on the requirements and definition for the performance indicators and the new reporting requirements for the RSA-911 report, in accordance with RSA-PD-19-03;
- RSA provided and discussed the joint RSA/WINTAC Measurable Skill Gains Guide for State VR Agencies;
- RSA provided and discussed the joint RSA/WINTAC Credential Attainment Guide for State VR Agencies;
- RSA provided and discussed the RSA/WINTAC Effectiveness in Serving Employers Crosswalk;
- RSA, in collaboration with WINTAC, provided technical assistance in the area of attrition rates and how the agency can use the reason for the exit as an outreach strategy;
- RSA explained the definitions of reportable individuals, participants, and exiter for the purposes of the performance indicators;
- RSA provided technical assistance to the agency in assessing and evaluating procedures for tracking and monitoring counselor performance and efficient practices to ensure timely IPE development, including the use of case management tools for, and supervisory review of, timely IPE development, and strategies to improve VR counselor performance specific to timely IPE development;
- RSA provided the Program Manager for the Transition Unit technical assistance regarding the reporting requirements for students with disabilities who are potentially eligible for VR services receiving pre-employment transition services so services can be accurately tracked on the RSA-911 reports;
- RSA provided DC RSA employment data, including the annual employment rates, for the past ten years and emphasized the usefulness of these data in evaluating performance improvement; and
- RSA reviewed and explained some key issues identified in DC RSA's PY18 Q2 dashboard that the agency may use to analyze further improvement of performance.

SECTION 3: FOCUS AREA –PRE-EMPLOYMENT TRANSITION SERVICES FOR STUDENTS WITH DISABILITIES

A. Purpose

The Rehabilitation Act, as amended by Title IV of WIOA, places a heightened emphasis on the provision of services, including pre-employment transition services under Section 113, to students with disabilities to ensure they have meaningful opportunities to receive training and other VR services necessary to achieve employment outcomes in competitive integrated employment. Pre-employment transition services are designed to help students with disabilities to begin to identify career interests that will be explored further through additional vocational rehabilitation services, such as transition services. Through this focus area, the RSA review team assessed the VR agency's performance and technical assistance needs related to the provision of pre-employment transition services to students with disabilities.

B. Implementation of Pre-Employment Transition Services

The VR agency must consider various requirements in providing or arranging for the provision of pre-employment transition services for students with disabilities under Section 113 of the Rehabilitation Act and 34 C.F.R. § 361.48(a). Students with disabilities may receive pre-employment transition services as either potentially eligible or eligible individuals for the VR program. A discussion of DC RSA's service delivery system and the implementation of pre-employment transition services follows.

Structure of Service Delivery

DC RSA reported that all five of the required activities are provided district-wide to students with disabilities by its staff, CRPs, local educational agencies (LEAs), and employers. The agency uses the following contracts for the provision of pre-employment transition services:

- Memoranda of understanding (MOU) with LEAs;
- Memoranda of agreement (MOA) with public charter schools; and
- Human care agreements (HCAs) with service providers.

DC RSA reported pre-employment transition services and pre-employment transition services coordination activities are provided directly by VR staff to individual and groups of students. Staff time is recorded on timecards using the agency combo code, which identifies all pre-employment transition services. For pre-employment transition services provided to groups, a student sign-in sheet is completed to document the student's participation in the required activity. If the student is an applicant or individual eligible for VR services, a case note is entered into the case management system by staff for each student. DC RSA reportedly provides required activities to potentially eligible students through direct provision of services by its staff and through its contracts, and DC RSA relies on the schools and its providers to refer only students with disabilities for pre-employment transition services. If a student does not provide parental consent, no supporting documentation or identifying information about the student is collected, including the data elements required for the RSA-911 report. If a student requires individual VR

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services, such as transportation or equipment, the VR counselor will request the student obtain parental consent and submit an application for VR services. Students with disabilities who provide parental consent are registered as applicants and maintained in the agency's case management system. Students with disabilities who do not provide parental consent are considered potentially eligible and may continue to receive pre-employment transition services but are not registered in the case management system since no supporting documentation or identifying information is collected. Rather, the pre-employment transition services provided are tracked in an internal database without being tracked to the individual student. In these situations, the students would sign tracking sheets as "Student 1," "Student 2," etc. according to the required activity provided.

DC RSA reported it served over 2,600 students with disabilities based on data collected using its internal database. Despite DC RSA reporting it provided pre-employment transition services to a significant number of students with disabilities, according to the RSA-911 report for PY 2017, it served a total of 56 students.

DC RSA also provides pre-employment transition services through an MOU with District of Columbia Public Schools (DCPS) to provide pre-employment transition services. This MOU also covers the St. Coletta public charter school. The MOU allows DC RSA to transfer funds to DCPS to hire workforce development coordinators and a job placement specialist, who are assigned to a specific public school. Workforce development coordinators and the job placement specialist salaries are fully funded through the contract by DC RSA, but all administrative oversight of staff is directly supervised by DCPS. DC RSA also reported that 100 percent of the contract funds are attributed to the 15 percent reserve, although it was noted that the contracted staff also provided direct job placement services and job coaching to individuals who were not identified as students with disabilities.

DC RSA VR specialists are assigned to specific public schools to identify potentially eligible students with disabilities and ensure pre-employment transition services are provided. The MOU with DCPS in effect during the period of review stated that DC RSA VR specialists were to be available at the schools on a regular schedule to conduct intake interviews, meet with students to complete a comprehensive assessment, provide guidance and counseling to students who have been found eligible for services, provide job readiness workshops for eligible and potentially eligible students, attend IEP meetings, and meet with appropriate staff to discuss progress of eligible students in developing transition plans and progress toward the achievement of goals identified in the IPE. The frequency and schedule of the VR specialists' attendance at each school was determined by the VR specialist, their supervisor, and the workforce development coordinator at the school. The MOU also stated that DCPS will collaborate with DC RSA to provide at least one pre-employment transition services required activity to 75 percent of students between the ages of 14 – 22 who are eligible or potentially eligible for VR services but does not account for the other 25 percent of the students with disabilities. VR specialists' time is tracked through PeopleSoft, which records the approved time that employees spend providing pre-employment transition activities.

Additionally, DC RSA entered a MOA with District of Columbia Public Charter Schools to provide pre-employment transition services. At the time of the on-site review, Washington Latin's MOA had been executed and 17 others were still in draft status. The VR specialist

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assigned to each charter school is responsible for identifying potentially eligible students with disabilities and for the provision of pre-employment transition services.

Further, DC RSA entered into HCAs with service providers (e.g., School Talk, DC Special Education Cooperative, and Saint John's Community Services) for the purpose of providing pre-employment transition services to students with disabilities in the District of Columbia. The HCAs developed for School Talk and Saint John's Community Services use a similar template that outlines the services to be provided by the provider. Services are paid on a fee-for-service basis and include the following scope of services: benefits planning, job development and job placement services, supported employment services, discover assessments, customized employment, trial work evaluations, supported employment and non-supported employment job coaching, and job readiness training. The DC Special Education Cooperative includes a different scope of services that are structured on a set annual rate paid in monthly installments. The contract identifies services as "Secondary Transition Coordination Services" and includes a base year cost of \$125,000.00 with four optional years that increase annually. Specifically, the contractor is responsible "to provide and advise schools on the provision of Secondary Transition Services as defined in the Individuals with Disabilities Education Act 20 U.S.C. § 1400 et seq (IDEA), which is a coordinated set of activities designed to facilitate a student's movement from school to post-school activities and based on the student's needs, strengths, preferences and interests. Transition services include instruction, related services, community experiences, the development of employment and other post-school living objectives, and when appropriate, acquisition of daily living skills and functional vocational evaluation. 20 U.S.C. § 1401(34)." DC RSA reported all funds expended on HCA contracts are counted towards the 15 percent reserve.

RSA reviewed multiple invoices from several HCAs for the provision of pre-employment transition services and observed the invoices do not differentiate services as required activities or authorized activities, but rather list all activities provided for the month and the amount due. For example, one invoice listed required activities, such as work readiness services, but also included services for the collaboration with interagency partners; website updates and website management; and coordination, planning and evaluation of a conference open to District of Columbia public school students (\$36,294.23 for the month). In addition, the invoices do not include the number of students who received services, time spent on activities, or the amount allocated to each service. Some of the services listed and charged to DC RSA appear to be services required by the school under IDEA and non-delegable functions of the VR agency. For example, services listed in one invoice included: attending monthly meetings with the VR agency; working with the District of Columbia local workforce development board, one-stop centers and employers; providing training and support for school staff and providing training to school staff responsible for providing transition services, including the development of transition plans; developing and maintaining data outcomes, and developing a data system to track coordination activities with schools; and enlisting assistance of a community service provider to aid in securing an employer-based paid work experience opportunity for persons referred by the District of Columbia (\$39,167.68 for the month).

The draft pre-employment transition services SOP states that pre-employment transition services provided by agency providers are to be tracked on a sign-in sheet and through invoices and required service provision reports submitted to DC RSA. The draft SOP also states that pre-employment transition services must be documented and invoiced in a manner that clearly

identifies services separate and distinct from other VR services, including transition services, for the purpose of required data collection. Purchase orders designated exclusively for the provision of pre-employment transition services must be labeled to ensure appropriate tracking of pre-employment transition services.

Outreach and Planning for the Delivery of Pre-Employment Transition Services

DC RSA reported continued expansion of the delivery of pre-employment transition services and that it served a total of 2,608 students in the 2017-2018 school year. For PY 2017, a total of 1,518 students with disabilities were reported on the RSA-911. Of these students with disabilities, DC RSA reported providing pre-employment transition services to 56 students with disabilities. None of these students served were reported as being potentially eligible. According to the data reported on the RSA-911, DC RSA purchase pre-employment transition services for four of the 56 students served; with the remainder of the five required activities provided through its staff.

The minimum age for the provision of transition services in the District of Columbia is 14 years and the maximum age for the receipt of services under IDEA by students with disabilities is 22 years. The student may continue receiving services under IDEA for the semester in which the student turns 22 years old. Previously, LEAs were required to include appropriate secondary transition planning goals and assessments in the first IEP in effect after a student with a disability reached 16 years of age or earlier if the IEP Team deemed it appropriate. As of July 1, 2018, per the Enhanced Special Education Services Act of 2014, the age for this requirement was broadened to require secondary transition planning for students with disabilities who reach 14 years of age. The new secondary transition requirement applies to students with disabilities age 14 and older as of July 1, 2018.

State Educational Agency (SEA) Agreement

DC RSA has had a State educational agency (SEA) agreement in place with the Office of the State Superintendent of Education (OSSE) since 2013 and reported that it is in the process of revising it based on changes made by WIOA. RSA reviewed the draft agreement of May 31, 2018, and noted that it is in line with the requirements of 34 C.F.R. § 361.22(b), which include coordination of documentation requirements and contracting limitations for educational agencies imposed by Section 511 of the Rehabilitation Act; however, reportedly it has not been signed or implemented due to a conflict related to a data sharing agreement. The review team encouraged the agency to remove the language related to the data sharing agreement from the SEA agreement since this is not a requirement of 34 C.F.R. § 361.22(b) so that the agreement can be implemented. At the time of the submission and approval of the PY 2020 Unified or Combined State Plan, DC RSA did not have a signed SEA agreement but indicated that it would be signed in PY 2020.

Additionally, regarding the SEA agreement, although it does refer to the collaboration that had taken place to develop the Section 511 SOP, the SOP has not been implemented, and the agency said that it was not a priority since the District of Columbia does not provide sub-minimum wage employment. The review team encouraged the agency to implement the Section 511 SOP under 34 C.F.R. § 361.22(b) in order to satisfy documentation requirements set forth in 34 C.F.R. part

397 regarding students and youth with disabilities who are seeking subminimum wage employment.

Provision of Pre-Employment Transition Services

On September 26, 2017, DC RSA provided RSA a draft of the agency's policy for pre-employment transition services. RSA reviewed the agency's draft policy to determine if the provisions appropriately address the requirements under 34 C.F.R. § 361.48(a) and provided feedback to the agency. Subsequently, the policy became effective on February 25, 2019.

DC RSA also provided a draft of its pre-employment transition services SOP to RSA for review and reported in an email on March 15, 2018, that it had included RSA's suggested revisions to the SOP. As of the dates of the on-site review, the SOP had not been implemented and the agency had not operationalized these procedures. RSA encouraged DC RSA to implement the SOP and follow the guidance therein since it had previously been reviewed by RSA and most of the recommendations had been added.

The pre-employment transition services policy and the SOP taken together are a comprehensive guide the agency could use to provide required activities and pre-employment transition services coordination activities. However, the draft SOP contained outdated guidance on the process for determining if the agency can move from required pre-employment transition services to authorized activities. DC RSA reported that it has not implemented a process for determining if the agency can move from required pre-employment transition services to authorized activities though authorized activities were provided by staff and purchased by its providers and counted toward the 15 percent reserve. DC RSA was referred to the WINTAC website for the most up-to-date guidance and encouraged to update the SOP.

C. Findings and Corrective Actions

RSA's review of DC RSA's performance in this focus area resulted in the identification of the following findings and the corresponding corrective actions to improve performance.

3.1 Implementation of Pre-Employment Transition Services

Issue: Did DC RSA maintain effective internal control over the Federal award to provide pre-employment transition services in compliance with Federal statutes, regulations, and the terms and conditions of the award.

Requirement: A State VR agency must assure, in the VR services portion of the Unified or Combined State Plan, that it will employ methods of administration that ensure the proper and efficient administration of the VR program. These methods of administration (i.e., the agency's internal controls) must include procedures to ensure accurate data collection and financial accountability (34 C.F.R. § 361.12).

“Internal controls” means a process, implemented by a non-Federal entity, designed to provide reasonable assurance regarding the achievement of objectives in the following categories—

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- Effectiveness and efficiency of operations;
- Reliability of reporting for internal and external use; and
- Compliance with applicable laws and regulations (2 C.F.R. § 200.61).

Additionally, 2 C.F.R. § 200.303, among other things, requires a non-Federal entity to—

- Establish and maintain effective internal control over the Federal award that provides reasonable assurance that the non-Federal entity is managing the Federal award in compliance with Federal statutes, regulations, and the terms and conditions of the Federal award. These internal controls should be in compliance with guidance in Standards for Internal Control in the Federal Government issued by the Comptroller General of the United States and the Internal Control Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO);
- Comply with Federal statutes, regulations, and the terms and conditions of the Federal awards;
- Evaluate and monitor the non-Federal entity's compliance with statute, regulations and the terms and conditions of Federal awards; and
- Take prompt action when instances of noncompliance are identified including noncompliance identified in the audit finding.

In accordance with the Uniform Guidance (2 C.F.R. § 200.302(a)), a State's financial management systems, including records documenting compliance with Federal statutes, regulations, and the terms and conditions of the award, must be sufficient to permit the—

- Preparation of reports required by general and program-specific terms and conditions; and
- Tracing of funds to a level of expenditures adequate to establish that such funds have been used according to the Federal statutes, regulations, and the terms and conditions of the Federal award.

In its guidance, *The Role of Internal Control, Documenting Internal Control, and Determining Allowability & Use of Funds*, the U.S. Department of Education made clear to grantees that internal controls represent those processes by which an organization assures operational objectives are achieved efficiently, effectively, and with reliable compliant reporting.

Therefore, an internal control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or correct processes that might lead to non-compliance with Federal and State requirements.

Analysis: RSA found several areas of concern related to internal controls that fall within the pre-employment transition services focus area. These concerns are identified below.

- a. A Reporting of Pre-Employment Transition Services**—DC RSA's contracts (MOUs, MOAs, or HCAs) for pre-employment transition services do not account for pre-employment transition services expenditures in a manner that permits them to report per-student expenditures on the RSA-911. For example, some of DC RSA's contracts (HCAs) for pre-

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employment transition services do not differentiate services provided as required activities or authorized activities, and even services that do not fall under either category, but rather list all activities provided for the month and the amount. In addition, the invoice does not include the number of students who received services or time spent on each activity. As a result, DC RSA is unable to identify and track the amounts paid for required and authorized activities and which students received the services.

- b. Provision of VR Services—DC RSA has attributed VR services to the 15 percent reserve. These services include the salary of a fulltime job placement specialist through the DCPS MOU. Other examples of services attributed toward the reserve include the provision of job coaching for students participating in Project Search; the transition coordinator’s salary who identified providing administrative and VR related services as part of her job duties; and other direct job search and placement services.

On February 27, 2020, the U.S. Department of Education published a notice of interpretation in the [*Federal Register*](#) announcing a change in policy with respect to additional VR services needed by eligible students with disabilities that may be paid for with Federal VR grant funds reserved for the provision of pre-employment transition services and the circumstances under which those funds may be used to pay for those additional VR services. In pertinent part, the notice made clear that VR agencies can use the reserved funds to pay for coaching services needed by students with disabilities to participate in work-based learning experiences such as those made available to students through Project Search. However, VR agencies cannot use the reserved funds to pay for job coaching services needed by individuals with disabilities following placement in supported employment. Although DC RSA used reserved funds to pay for job coaching initiated before students were placed in supported employment following their involvement in Project Search, the agency could not verify if it did or did not use reserved funds to pay for job coaching services after the students were placed in employment.

- c. Administrative costs—DC RSA does not have a method of tracking administrative costs to keep charges separate from the 15 percent reserve. Since administrative costs must not be charged to the 15 percent reserve, the review team provided technical assistance on the need to track administrative costs so that none are inadvertently charged to the 15 percent reserve. DC RSA does not distinguish between the time charged for the provision of pre-employment transition services by its staff versus time used for administrative services when charging time to the reserve.
- d. Supporting documentation—DC RSA does not maintain documentation to ensure: (1) pre-employment transition services are provided only to students with disabilities, including students who are potentially eligible for VR services, regardless of whether or not the student has applied or been determined eligible for VR services; and (2) that it has obtained information in accordance with PDs 16-04 and 19-03 necessary to complete the RSA-911 reports. DC RSA reportedly provides required activities to potentially eligible students through direct provision of services by its staff, through its contracts (MOUs, MOAs, HCAs) and jointly- funded career fairs without obtaining the necessary supporting documentation, collection of required data, or parental consent. According to DC RSA, data provided to, or directly collected by, staff are tracked as “Student 1,” Student 2,” etc., allowing the agency to

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determine the aggregate number of students who received each required activity provided and tracked in its internal database. Nonetheless, DC RSA indicated it does not collect the required data elements for students potentially eligible for services needed to report the specific services purchased or provided by its staff for each student, as required by PDs 16-04 and 19-03.

- e. Availability of services to potentially eligible students—Pre-employment transition services are available to applicants and individuals who are eligible to receive VR services with DC RSA, but these services are not available to all students with disabilities who are potentially eligible for VR services as required by 34 C.F.R. § 361.48(a). DC RSA does not obtain the supporting documentation or parental consent needed to provide or arrange for the provision of pre-employment transition services to students with disabilities who are potentially eligible for VR services.

DC RSA reported difficulty obtaining parental consent from the local schools in the District of Columbia, which inhibits its ability to collect the appropriate documentation for students with disabilities who are eligible or potentially eligible for VR services even though it transfers funds for the employment of three District of Columbia public school staff. Reportedly, once the parental consent and information is obtained on a student, the student is moved into application status while the student continues to receive pre-employment transition services.

Conclusion: As described above, DC RSA does not maintain effective internal controls over the Federal award that provide reasonable assurances that the non-Federal entity is managing the Federal award in compliance with Federal statutes, regulations, and the terms and conditions of the award, as required by 34 C.F.R. § 361.12 and 2 C.F.R. § 200.303. Specific internal control areas of deficiency include the reporting of pre-employment transition services, provision of VR services, administrative costs, and supporting documentation. Collectively, these deficiencies suggest generalized, systemic deficiencies within the agency’s control environment. The corrective action steps listed below will support DC RSA in developing its ability to correct processes that have led to the non-compliance findings noted above.

Corrective Action 3.1: RSA requires that DC RSA—

- 3.1.1 Revise the MOU with DCPS and the HCA contracts to ensure all pre-employment transition services are provided in accordance with Section 113 of the Rehabilitation Act and 34 C.F.R. § 361.48(a) of the regulations and data is collected in accordance with PD-19-03;
- 3.1.2 Revise the pre-employment transition services policy and the standard operating procedures to ensure that all students with disabilities known to the agency have the required data collected, including the appropriate supporting documentation, before any pre-employment transition services are provided;
- 3.1.3 Provide training to all staff on the new policies and procedures, including data collection requirements and provide evidence to RSA that the above has taken place;
- 3.1.4 Develop the appropriate internal controls to ensure pre-employment transition services are provided only to students with disabilities after obtaining the required data, and all

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- required and coordination activities for eligible and potentially eligible students with disabilities are tracked at the individual student level, in accordance with PD 19-03; and
- 3.1.5 Make available and track all required pre-employment transition services activities for students with disabilities throughout the District of Columbia who are potentially eligible for VR services, regardless of whether or not the students have applied or been determined eligible for VR services.

VR Agency Response: DCRSA has no response at this time.

VR Agency Request for Technical Assistance: Yes, to ensure compliance.

Finding 3.2 SEA Agreement

Issue: Does DC RSA have an agreement with the SEA for the District of Columbia.

Requirement: Pursuant to Section 101(a)(11)(D) of the Rehabilitation Act and its implementing regulations at 34 C.F.R. § 361.22(b), DC RSA must have an agreement with the SEA to facilitate the transition of students with disabilities from the receipt of educational services, including pre-employment transition services, to the receipt of VR services.

Analysis: DC RSA has completed the drafting of a SEA agreement with OSSE, but it has not been signed or implemented due to a conflict related to a data sharing agreement. RSA encouraged DC RSA to remove the language requiring data sharing from the SEA agreement since it is not a requirement of 34 C.F.R. § 361.22(b). DC RSA was encouraged to continue to pursue a data sharing agreement outside the SEA once it has been implemented. Additionally, the review team clarified that the draft SEA agreement will need additional language added describing how the LEA will transmit the required documentation to DC RSA when it becomes aware that a student is seeking subminimum wage employment, and within the required timeframes (34 C.F.R. § 361.22(b)(5) and § 397.30).

Conclusion: DC RSA's original SEA agreement has been in place with OSSE since 2013 and the VR agency does not have an updated signed SEA agreement that incorporates the requirements under the Rehabilitation Act following the enactment of WIOA pursuant to Section 101(a)(11)(D) of the Rehabilitation Act and 34 C.F.R. § 361.22.

Corrective Action 3.2: RSA requires that DC RSA—

- 3.2.1 Execute a SEA agreement with OSSE pursuant to the requirements of 34 C.F.R. § 361.22; and
- 3.2.2 Provide RSA a copy of the final signed SEA agreement upon its approval and implementation.

VR Agency Response: DCRSA has no response at this time.

VR Agency Request for Technical Assistance: Yes, to ensure compliance.

D. Technical Assistance

In the course of conducting monitoring activities, RSA provided technical assistance to DC RSA as described below.

- DC RSA was directed to 34 C.F.R. § 361.48(a) to determine if services provided/purchased are in fact pre-employment transition services activities.
- DC RSA was provided guidance on the process for moving from required to authorized activities. Although DC RSA has been purchasing authorized activities, it has not developed or implemented a method for making a required and coordination set-aside determination to move to authorized activities. Documentation should be maintained in order to demonstrate the agency has met the requirement for the provision of pre-employment transition services required and coordination activities before assigning authorized pre-employment transition services to the pre-employment transition reserved funds. DC RSA was directed to WINTAC's website for further guidance on this matter.
- RSA provided technical assistance on the supporting documentation needed for potentially eligible students receiving pre-employment transition services in order to track the provision of services to each individual student on the RSA-911, and the requirements to obtain parental consent for students who are not of age in the District of Columbia. RSA also advised DC RSA not to provide pre-employment transition services, by staff or agency-funded contracts, unless students with disabilities have all the required information.
- RSA clarified that State VR agencies that reimburse vendors for actual costs through contracts must be able to account for the contract expenditures in a manner that permits the agency to report individual student expenditures on the RSA-911. In addition, the review team clarified if a VR agency develops a contract with a provider for the reimbursement of actual vendor expenses and includes the provision of "required," "coordination," and "authorized" pre-employment transition service activities, the VR agency must ensure there is sufficient information from the vendor to permit allocation of the contract costs to the appropriate service categories (i.e., required and coordination activities, or authorized activities) for reporting purposes. Since only the actual contract expenditures associated with the direct provision of "required" and "coordination:" pre-employment transition services are reported on a per-student basis on the RSA-911, the State VR agency must be able to differentiate those costs from the costs associated with the provision of pre-employment transition "authorized" activities. Therefore, the VR agency must receive data from the vendor regarding each of the categories of pre-employment transition services provided during the billing period, as well as a breakdown of the students who received such services, in order to report the requisite data.
- DC RSA requested technical assistance from WINTAC on the RSA-911 reporting process.

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- DC RSA requested additional technical assistance from RSA and WINTAC on how other VR agencies have developed procedures to obtain the necessary parental consent and documentation to serve students with disabilities in the school systems.

SECTION 4: FOCUS AREA – FINANCIAL MANAGEMENT OF THE STATE VOCATIONAL REHABILITATION SERVICES AND STATE SUPPORTED EMPLOYMENT SERVICES PROGRAMS

A. Purpose

Through this focus area RSA assessed the financial management and fiscal accountability of the VR and Supported Employment programs to ensure that: funds were being used only for intended purposes; there were sound internal controls and reliable reporting systems; available resources were maximized for program needs; and funds supported the achievement of employment outcomes for individuals with disabilities, including those with the most significant disabilities, and the needs of students with disabilities for pre-employment transition services.

B. Scope of Financial Management Review

During the monitoring process, RSA reviewed the following areas related to financial management and accountability:

Period of Performance

Period of performance is the time during which the non-Federal entity (grantee) may incur new obligations to carry out the work authorized under the Federal award (2 C.F.R. § 200.77). In order to accurately account for Federal and non-Federal funds, the VR agency must ensure that allowable non-Federal and Federal obligations and expenditures are assigned to the correct FFY award. RSA uses the financial information reported by the grantee to determine each VR agency's compliance with fiscal requirements (e.g., reservation of funds, matching, MOE, etc.). The RSA review team assessed DC RSA's performance in meeting the period of performance requirements related to the proper assignment of obligations and expenditures to the correct grant awards.

VR Program Match

VR program regulations require that the State must incur a portion of expenditures under the VR services portion of the Unified or Combined State Plan from non-Federal funds to meet its cost sharing requirements (34 C.F.R. § 361.60). The required Federal share for expenditures made by the State, including expenditures for the provision of VR services and the administration of the VR services portion of the Unified or Combined State Plan, is 78.7 percent. The State's share is 21.3 percent. The RSA review team assessed DC RSA's performance in meeting the matching requirements for the VR program, including whether the matching level was met, as well as whether the sources of match were consistent with Federal requirements and any applicable MOE issues.

The RSA review team addressed requirements pertaining to the following sources of non-Federal share used by the State as the match for the VR program:

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- State appropriations and interagency transfers;
- Third-party cooperative arrangements (TPCAs);
- Establishment projects; and
- Randolph-Sheppard set-aside.

Supported Employment Program Match

Supported Employment program regulations require that the State expend 50 percent of its total Supported Employment program allotment for the provision of supported employment services, including extended services, to youth with the most significant disabilities. The Supported Employment program funds required to be reserved and expended for services to youth with the most significant disabilities are awarded through the SE-B grant award. The Federal share for expenditures from the State's SE-B grant award is 90 percent. The statutorily required 10 percent match requirement applies to the costs of carrying out the provision of supported employment services, including extended services, to youth with the most significant disabilities. This means that the 10 percent is applied to total expenditures, including both the Federal and non-Federal shares, incurred for this purpose, and that the non-Federal share must also be spent on the provision of supported employment services, including extended services, to youth with the most significant disabilities.

The RSA review team assessed the matching requirements for the Supported Employment program, including an assessment of whether the matching level was met, as well as whether the sources of the match were consistent with Federal requirements.

Prior Approval

The Uniform Guidance (2 C.F.R. § 200.407) requires prior written approval (prior approval) for various grant award activities and proposed obligations and expenditures. RSA reviews and approves prior approval requests on behalf of the Department of Education. The RSA review team examined DC RSA's internal controls to ensure that the VR agency is meeting the prior approval requirements.

Vendor Contracts

The RSA team reviewed three areas related to vendor contracts:

- Determining rates of payment;
- Supporting documentation for payments; and
- Contract monitoring.

This review area included contracts for the provision of pre-employment transition services.

C. Findings and Corrective Actions

RSA's review of DC RSA's performance in this focus area resulted in the identification of the following findings and the corresponding corrective actions to improve performance.

4.1 Insufficient One-Stop Service Delivery System Cost Allocation Methodology

Issue: Has DC RSA executed MOUs, including IFAs, with each LWDB and other one-stop partners satisfying 34 C.F.R. § 361.420 and 34 C.F.R. § 361.500, as well as policy guidance issued jointly by the U.S. Departments of Education and Labor.

Requirement: The designated State unit (DSU) has sole responsibility for the VR program's participation as a partner in the one-stop service delivery system (34 C.F.R. § 361.13(c)(1)(v) and (2)). As a required one-stop partner pursuant to 34 C.F.R. § 361.420, the DSU must—

- Use a portion of its funds, consistent with the Rehabilitation Act, as amended by WIOA, and with Federal cost principles in 2 C.F.R. parts 200 and 3474 (requiring, among other things, that costs are allowable, reasonable, necessary, and allocable), to—
 - Work collaboratively with the State Board and LWDBs to establish and maintain the one-stop delivery system. This includes jointly funding the one-stop infrastructure through partner contributions that are based upon—
 - A reasonable cost allocation methodology by which infrastructure costs are charged to each partner based on proportionate use and relative benefit received;
 - Federal cost principles; and
 - Any local administrative cost requirements in the Federal law authorizing the partner's program. (This is further described in 34 C.F.R. § 361.700.);
- Enter into an MOU with the LWDBs relating to the operation of the one-stop delivery system that meets the requirements of 34 C.F.R. § 361.500(b); and
- Participate in the operation of the one-stop delivery system consistent with the terms of the MOU, requirements of authorizing laws, the Federal cost principles, and all other applicable legal requirements.

Pursuant to 34 C.F.R. § 361.500(a), the MOU is the product of local discussion and negotiation. It is an agreement developed and executed between the LWDB and the one-stop partners, with the agreement of the chief elected official and the one-stop partners, relating to the operation of the one-stop delivery system in the local area. In accordance with 34 C.F.R. § 361.500(b), each MOU must contain an agreement on funding the costs of the services and the operating costs of the system, including—

- Funding of infrastructure costs of one-stop centers in accordance with 34 C.F.R. §§ 361.700 through 361.755; and
- Funding of the shared services and operating costs of the one-stop delivery system described in 34 C.F.R. § 361.760.

The U.S. Departments of Education and Labor (the Departments) provided extensive guidance regarding the operation of the one-stop service delivery system and the funding of its infrastructure costs in the joint regulations ([Federal Register notice 81 FR 55791](#)), published August 19, 2016. On December 27, 2016, the Departments published a set of frequently asked questions related to the one-stop service delivery system. In this guidance, the Departments indicated that in order to have MOUs in place for PY 2017, which began on July 1, 2017, LWDBs and one-stop partners must enter into MOUs that align with the requirements of WIOA,

except for the final IFA, by June 30, 2017. The Departments also indicated that the U.S. Department of Labor (DOL) used its transition authority in section 503(b) of WIOA to extend the implementation date of the final IFAs for PY 2017. With this extension, final IFAs were to be in place no later than January 1, 2018. However, the Departments explained that Governors had the discretion to require local areas to enter into final IFAs at any time between July 1, 2017, and January 1, 2018. During the extension period, local areas were allowed to use existing funding agreements in place for PY 2016, with any such modifications as the partners may have agreed to, to fund infrastructure costs in the local area. On January 18, 2017, the Departments issued formal policy guidance, which RSA published as technical assistance circulars: RSA-TAC-17-02 and RSA-TAC-17-03. In RSA-TAC-17-02, the Departments reiterated the extended IFA deadline of January 1, 2018.

Analysis: The District of Columbia (DC) area American Job Center (AJC) structure includes one comprehensive center and three affiliate sites. The MOUs became effective on February 25, 2019 and included the IFA cost allocation methodology described below.

“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.

This allocation methodology covers the following costs:

- 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.”

Discussions with DC RSA and representatives of the one-stop center and the District of Columbia’s Department of Disability Services (DDS), the designated State agency (DSA), confirmed that time worked at a location is the only factor used to determine costs. For example, if 100 hours were worked in the location and DC RSA worked 10 of those hours, 10 percent of costs would be charged to DC RSA.

RSA specifically inquired if two agencies with equal number of hours spent working in a center would be responsible for the same financial burden, even if one had significantly larger offices and their consumers accessed resources far more often than other partners. DC RSA, and representatives from DDS and the one-stop center confirmed those two partners would be responsible for an identical financial burden. This answer comports with RSA’s review of the relevant IFA language. As a result, costs allocated to each partner likely are not proportional to the use or benefit received by the participating programs. Allocated costs are not affected by the size of office space, program usage of common space, or the actual numbers of consumers utilizing the one-stop center by programs.

Conclusion: The cost allocation methodology included in the current IFAs is not compliant with 34 C.F.R. § 361.420(b)(2)(i) requiring infrastructure costs to be allocated to each partner in a manner that reflects proportionate use or relative benefit received.

Corrective Actions: RSA requires that DC RSA—

- 4.1.1 Review and revise the methodology used to allocate one-stop center VR program costs to ensure the manner reflects proportionate use or relative benefit received;
- 4.1.2 Submit the draft proposal for allocation of one-stop center costs to RSA for review of consistency with Federal requirements within four months after the date of the final monitoring report; and
- 4.1.3 Implement the revised allocation methodology within 6 months after the date of the final monitoring report.

VR Agency Response: DCRSA has no response at this time.

VR Agency Request for Technical Assistance: Yes, to ensure compliance.

4.2 Insufficient Internal Controls – Assignment of VR Obligations and Expenditures to the Correct Federal Award

Issue: Does DC RSA assign obligations and expenditures to the correct Federal award in accordance with 34 C.F.R. § 361.12; 2 C.F.R. §§ 200.77, 200.302, 200.303(a), 200.309; and 34 C.F.R. § 76.702.

Requirements: As a recipient of Federal VR and Supported Employment funds, DC RSA must have procedures that ensure the proper and efficient administration of its VR and Supported Employment programs and that enable DC RSA to carry out all required functions, including financial reporting (34 C.F.R. § 361.12). In accordance with the Uniform Guidance in 2 C.F.R.

§ 200.302(a), a State's financial management systems, including records documenting compliance with Federal statutes, regulations, and the terms and conditions of the award, must be sufficient to permit the preparation of reports required by general and program specific terms and conditions; and the tracing of funds to a level of expenditures adequate to establish that such funds have been used according to the Federal statutes, regulations, and the terms and conditions of the Federal award. The Uniform Guidance, at 2 C.F.R. § 200.302(b), requires the financial management system of each non-Federal entity to provide for the identification, in its accounts, of all Federal awards received and expended and the Federal programs under which they were received. In addition, 34 C.F.R. § 76.702 requires States to use fiscal control and fund accounting procedures that ensure proper disbursement of and accounting for Federal funds.

Each grant award has a defined "period of performance," which is the time during which the non-Federal entity may incur new obligations to carry out the work authorized under the Federal award (2 C.F.R. § 200.77). A non-Federal entity may charge to the Federal award only allowable costs incurred during the period of performance (2 C.F.R. § 200.309, see also 34 C.F.R. §§ 76.703 and 76.709). Grantees must implement internal controls to ensure obligations and expenditures for a Federal award are assigned, tracked, recorded, and reported within the applicable period of performance for that Federal award, thereby ensuring the grantees are managing the award in compliance with Federal requirements (2 C.F.R. § 200.303(a)). The proper assignment of Federal and non-Federal funds to the correct period of performance is necessary for DC RSA to correctly account for VR funds so RSA can be assured that the agency has satisfied requirements for, among other things, match (34 C.F.R. § 361.60), MOE (34 C.F.R. § 361.62), and the reservation and expenditure of VR funds for the provision of pre-employment transition services (34 C.F.R. § 361.65(a)(3)).

An obligation means "orders placed for property and services, contracts and sub-awards made, and similar transactions during a given period that require payment by the non-Federal entity during the same or a future period" (2 C.F.R. § 200.71). For expenditures to be allowable under the Federal award, agencies must demonstrate that the obligation occurred within the period of performance of the Federal award. Regulations in 34 C.F.R. § 76.707 explain when a State incurs an obligation for various kinds of services and property. Therefore, in order to properly account for and liquidate expenditures, grantees must be able to assign an obligation to a Federal award based upon the date the obligation was made (34 C.F.R. §§ 76.703 and 76.709). Grantees must assign all Federal and non-Federal obligations and expenditures, on a FFY basis, to the correct Federal award in accordance with the period of performance.

Analysis:

Accounting for Obligations and Expenditures

RSA reviewed the agency's policies and procedures regarding the assignment of Federal and non-Federal obligations and expenditures to the correct Federal award. Specifically, RSA focused its review on documentation of charges to DC RSA's VR award for FFY 2017. Obligations and expenditures were reviewed to ensure DC RSA was correctly assigning and reporting obligations and expenditures to the proper grant period of performance in accordance with Federal requirements.

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In reviewing the supporting documentation, RSA noted that dates of obligation are the dates the expense became “effective”, which is the date an invoice is received and has been determined valid. It took numerous discussions and repeated requests for RSA to receive requested documentation regarding the assignment of expenses to a Federal fiscal year. This, coupled with review of DC RSA specific policies, made it clear that DC RSA was not aware of the obligation requirements set forth in 34 C.F.R. § 76.707.

As discussed above, 34 C.F.R. § 76.707 details when certain types of expenses should be considered obligated. Some expenses, such as personal services by an employee of the State or subgrantee are considered obligated when the services are performed while others like acquisition of real or personal property are considered obligated on the date on which the State makes a binding written commitment to acquire the property. The differences here are critical in that assigning obligations and expenditures to the correct Federal award can only be accomplished if dates of obligation are specific to that type of obligation and based on relevant law and regulation. All expenses charged to the DC RSA award are done based upon when the payment is sent, without regard to the obligation requirements.

During pre-onsite teleconferences, the RSA review team discussed these concerns with DC RSA, specifically citing the RSA FAQ on Period of Performance, GAN attachments, and Uniform Guidance. DC RSA fiscal staff acknowledged that period of performance requirements were not being followed and that assignment of expenses to the correct FFY was not in compliance with 34 C.F.R. § 76.707 and the Uniform Guidance. During on-site review activities, DC RSA requested immediate technical assistance to begin efforts to create new systems to enable compliance. The RSA review team provided technical assistance in this area, as noted below.

Assigning expenses to the correct FFY is critical in assuring that match, MOE, and reservation of funds for the provision of pre-employment transition services are accurately determined. DC RSA’s current systems cannot ensure that expenses are being assigned to the correct FFY, which in addition to being out of compliance, is resulting in inaccurate reporting on the SF-425. The result is that RSA and DC RSA cannot accurately determine to what degree match, MOE, and reservation of funds for the provision of pre-employment transition services requirements have been met. New processes developed by DC RSA will need to be retroactively applied to FFYs 2017, 2018, 2019, and 2020 after which DC RSA will need to submit new SF-425s based on this new and accurate assignment of expenses. RSA will review these new SF-425s and determine whether additional steps will be needed.

The obligation issues are systemwide and apply to all expenses charged to the DC RSA formula awards (VR, Supported Employment, Independent Living Services for Older Individuals Who are Blind). In efforts to address this finding, DC RSA must assure that changes apply to all obligations and expenditures for all programs.

Conclusion: Based upon the information above, DC RSA is not in compliance with the Federal requirements (34 C.F.R. § 361.12, 34 C.F.R. § 76.702, and 2 C.F.R. § 200.302) to accurately account for and report obligations and ensure expenditures are paid from the correct Federal award. As a result, RSA cannot determine, at this time, whether the agency satisfied requirements related to match, MOE, and the reservation of funds for the provision

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of pre-employment transition services.

RSA is concerned regarding DC RSA not implementing a financial management system that meets Federal requirements, as the agency is not able to ensure—

- Accurate data collection and financial accountability, as required by 34 C.F.R. § 361.12;
- The proper disbursement of and accounting for Federal funds, as required by 34 C.F.R. § 76.702; and
- Only allowable costs resulting from obligations of the funding period are charged to the award, as required by 2 C.F.R. §§ 200.403, 200.404, and 200.405.

As a recipient of Federal VR funds, DC RSA must have procedures in place that ensure proper and efficient administration of its VR program, and that enable DC RSA to carry out all required functions. The methods of administration must ensure accurate data collection and financial accountability (34 C.F.R. § 361.12 and 2 C.F.R. § 200.302).

Corrective Actions: RSA requires that DC RSA—

- 4.2.1 Within three months of the date of the final monitoring report, submit draft internal controls for ensuring compliance with obligation requirements in 2 C.F.R. § 200.303, including a monitoring component, that ensures sustained compliance with and correction of the specific areas identified. Specifically, DC RSA must revise its financial data collection and analysis process so that DC RSA ensures all Federal and non-Federal obligations are properly accounted for and obligated to the correct FFY award in the agency's financial management system;
- 4.2.2 Within three months after concurrence by RSA, DC RSA will implement the new processes, policies, procedures and internal controls, as necessary, to accurately account for and report Federal and non-Federal obligations and expenditures to the correct period of performance; and
- 4.2.3 Within eight months after the final monitoring report, submit revised draft SF-425s to RSA for FFYs 2017, 2018, 2019, and 2020 that reflect the correct assignment of obligations.

VR Agency Response: DCRSA has no response at this time.

VR Agency Request for Technical Assistance: Yes, to ensure compliance.

4.3 Prior Approval Requirements Not Met

Issue: Did DC RSA obtain prior written approval from RSA before purchasing items requiring prior approval.

Requirements: The Uniform Guidance at 2 C.F.R. § 200.407, includes a list of specific circumstances for which prior approval from the Federal awarding agency in advance of the

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occurrence is either required for allowability or recommended in order to avoid subsequent disallowance or dispute based on the unreasonableness or non-allocability. For example, 2 C.F.R. § 200.439(b)(1) states that capital expenditures for general purpose equipment, buildings, and land are unallowable as direct charges, except with the prior written approval of the Federal awarding or pass through entity. The Uniform Guidance at 2 C.F.R. § 200.62(a)(3) also requires the agency have internal control over compliance requirements for Federal awards to demonstrate compliance with Federal statutes, regulations, and the terms and conditions of the Federal award.

On November 2, 2015, the Department of Education adopted the final regulations found in 2 C.F.R. part 200 (Federal Register notice 80 FR 67261). The Department issued notifications to grantees regarding the new requirements and made training and technical assistance documents available to grantees to assist in implementation of the new requirements. To ensure that RSA grantees were aware of the applicability of the prior approval requirements, RSA included a special clause on the FFY 2016 Grant Award Notifications that stated, in pertinent part: “the prior approval requirements listed in the Uniform Administrative Requirements, Costs Principles, and Audit Requirements for Federal Awards (Uniform Guidance) (2 C.F.R. part 200) are applicable to this award... Grantees are responsible for ensuring that prior approval, when required, is obtained prior to incurring the expenditure. Grantees should pay particular attention to the prior approval requirements listed in the Cost Principles (2 C.F.R. part 200 subpart E).” In addition, information regarding the requirements in 2 C.F.R. part 200 was communicated to grantees via RSA’s listserv on September 23, 2015.

Analysis: Prior to on-site activities, RSA observed DC RSA was not submitting requests for prior approval. As part of monitoring, RSA learned that DC RSA had no active policies (drafts had been discussed) or procedures for submitting prior approvals and was struggling to understand the requirements. RSA addressed this through informal communication with DC RSA, including the provision of technical assistance and resources. DC RSA shared that it had questions and concerns related to demands on staff and ability to meet requirements. While committing to meeting requirements, DC RSA requested further on-site assistance to help develop necessary policies and processes.

Conclusion: Based on the above analysis, DC RSA was not in compliance with the prior approval requirements pursuant to the Uniform Guidance (2 C.F.R. § 200.407).

Corrective Actions: RSA requires that DC RSA—

- 4.3.1 Within 3 months after the issuance of the monitoring report, develop and implement policies and procedures, as well as a written internal control process, including a monitoring component, to ensure ongoing compliance with the prior approval requirements and the Frequently Asked Questions (FAQs) Prior Approval – OSEP and RSA Formula Grants, issued by OSERS on October 29, 2019.

VR Agency Response: DCRSA has no response at this time.

VR Agency Request for Technical Assistance: Yes, to ensure compliance.

Finding 4.4 Maintenance of Effort Reporting

Issue: Whether the VR agency reported all allowable non-Federal expenditures under the VR program on its SF-425s, which RSA uses to determine whether the agency satisfied its match and MOE requirements under the VR program.

Requirement: Section 101(a)(3) of the Rehabilitation Act requires that the VR services portion of the Unified or Combined State Plan must assure that the State will provide the non-Federal share (21.3 percent) “of **the cost** of carrying out [the VR program]” (emphasis added).

The VR implementing regulations at 34 C.F.R. § 361.60(b) identify the general non-Federal share requirements for the VR program. The regulation at 34 C.F.R. § 361.60(b)(1) requires that non-Federal expenditures made under the VR services portion of the Unified or Combined State Plan to meet the non-Federal share for the VR program must be consistent with the Uniform Guidance at 2 C.F.R. § 200.306(b). Consistent with 2 C.F.R. § 200.306(b)(3) and (4), all non-Federal costs incurred by the VR agency, must be allowable, reasonable, and allocable under the VR program in accordance with 2 C.F.R. §§ 200.403 through 200.405. In addition, all costs must be verifiable (2 C.F.R. § 200.306(b)(1)).

In addition to the match (non-Federal share) requirement, Section 111(a)(2)(B) of the Rehabilitation Act requires the State to satisfy a MOE requirement:

(B) The amount otherwise payable to a State for a fiscal year under this section shall be reduced by the amount by which expenditures from non-Federal sources under the State plan under this title for any previous fiscal year are less than the total of such expenditures for the second fiscal year preceding that previous fiscal year (emphasis added).

The VR implementing regulations at 34 C.F.R. § 361.62 reinforce that MOE is calculated based on the total non-Federal expenditures incurred under the VR program:

(a) General requirements. The Secretary reduces the amount otherwise payable to a State for any fiscal year by the amount by which the **total expenditures** from non-Federal sources under the vocational rehabilitation services portion of the Unified or Combined State Plan for any previous fiscal year were less than the **total of those expenditures** for the fiscal year two years prior to that previous fiscal year (emphasis added).

Section 103(b)(1) of the Rehabilitation Act and 34 C.F.R. § 361.49(a)(5) provide for the allowable expenditures that States can make for services to groups related to the Business Enterprise (BEP) programs under the Randolph-Sheppard Act with Federal VR funds, and therefore with non-Federal match funds. Section 103(b)(1) of the Rehabilitation Act and 34 C.F.R. § 361.49(a)(5) provide that the following VR services to groups are allowable:

1) management services and supervision provided by the VR agency; 2) the acquisition by the VR agency of vending facilities or other equipment; 3) the purchase of initial stocks and supplies; and 4) initial operating expenses.

The Randolph-Sheppard Act, 20 U.S.C. § 107, et. seq., permits States at Section 107b(3) to cause to be set aside from the net proceeds of the operation of vending facilities in the State, funds that may be used by the State for certain purposes set forth in the law and described more fully in the implementing regulations at 34 C.F.R. § 395.9. Pursuant to 34 C.F.R. § 395.1(s), “Set-aside funds” means funds which accrue to a State licensing agency from an assessment against the net proceeds of each vending facility in the State’s vending facility program and any income from vending machines on Federal property which accrues to the State licensing agency. Section 395.9(b) provides that funds may be set aside only for the purposes of—

- (1) Maintenance and replacement of equipment;
- (2) The purchase of new equipment;
- (3) Management services;¹
- (4) Assuring a fair minimum return to vendors; or
- (5) The establishment and maintenance of retirement or pension funds, health insurance contributions, and provision for paid sick leave and vacation time....

There are three categories of expenditures from a State’s set-aside funds that are also allowable VR expenditures for services to groups under 34 C.F.R. § 361.49(a)(5)—replacement of equipment, the purchase of new equipment and management services. In addition, the [Uniform Administrative Requirements, Cost Principles, And Audit Requirements For Federal Awards](#) (Uniform Guidance) issued by the Office of Management and Budget (OMB) and codified at 2 C.F.R. § 200.452 makes allowable the expenditure of Federal funds (and, thus, matching non-Federal funds) on maintenance of equipment in order to keep the equipment in efficient operating condition. Therefore, any State expenditure from the set aside for these purposes—maintenance and replacement of equipment, the purchase of new equipment and management services—must be used for VR match and counted for MOE purposes under the VR program because they would be among the total expenditures incurred under the VR program. RSA’s PAC-89-02 (January 3, 1989) and PD-99-05 (March 19, 1999) are consistent with the statutory and regulatory requirements just described with respect to the use of Randolph-Sheppard program set-aside funds for allowable VR program purposes, including for satisfying match and MOE requirements.

Analysis: During the on-site review, RSA reviewed the non-Federal share expenditures reported on the agency’s SF-425s for the VR program, which RSA uses to determine whether DC RSA has satisfied the match and MOE requirements under the VR program. While reviewing those reported non-Federal expenditures, RSA reviewed the sources of those non-Federal expenditures, including non-Federal expenditures paid by DC RSA with set-aside funds generated under the Randolph-Sheppard program, as it is allowed to do in its capacity as a State Licensing Agency (SLA) for that program.

¹ Randolph-Sheppard regulations define “Management services” as “supervision, inspection, quality control, consultation, accounting, regulating, in-service training, and other related services provided on a systematic basis to support and improve vending facilities that are operated by blind vendors. “Management services” does not include those services or costs which pertain to the ongoing operation of an individual facility after the initial establishment period.” (34 C.F.R. § 395.1(j)). The definition of “Management services and supervision” in the VR regulations is almost the same, except that management services may be provided throughout the operation of the small business enterprise, rather than only for the initial establishment period. (34 C.F.R. § 361.49(a)(5)(i)).

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As the SLA, DC RSA collects set-aside funds from Randolph-Sheppard vending facilities in the State. DC RSA incurs allowable VR expenditures in accordance with Section 103(b)(1) of the Rehabilitation Act and 34 C.F.R. § 361.49(a)(5), using these set-aside funds as match for the VR program. DC RSA informed RSA during the on-site monitoring activities that the agency had set-aside funds from Randolph-Sheppard vending facilities that it believed qualified as non-Federal share but was intentionally not reporting those on the SF-425 because enough non-Federal share was available from other sources to match its Federal appropriation.

During and after the on-site activities, RSA pursued the issue regarding the non-reporting of non-Federal expenditures incurred for allowable VR expenditures with set-aside funds to determine whether DC RSA incurred any expenditures for these costs during the period covered by the on-site review that should have been reported as non-Federal expenses on DC RSA's SF-425s. As part of its efforts, RSA reviewed the documentation provided by DC RSA, and identified accounting entries related to VR expenditures paid with set-aside that were not included as non-Federal share. As a result, these non-Federal expenditures were not included in the calculations that RSA completed to determine whether the District of Columbia satisfied its match and MOE requirements for FFYs 2017 through 2019 since MOE compliance for those years is based on a comparison of the total non-Federal expenditures for prior FFYs.

While it would be possible for a State to report exactly enough non-Federal expenditures to satisfy its match and MOE requirements under the VR program, doing so would be in compliance with Federal requirements only if those amounts accurately represent the total amount of allowable expenditures incurred in carrying out the VR program (Sections 101(a)(3) and 111(a)(2)(B) of the Rehabilitation Act and 34 C.F.R. §§ 361.60(b)(1) and 361.62(a)). Allowable expenditures are those that are necessary, reasonable, and allocable to the program and that satisfy all programmatic requirements (2 C.F.R. §§ 200.403 through 200.405). Pursuant to 34 C.F.R. § 361.3, funds under the VR program may be used to cover the costs of providing VR services and administering the VR program. VR services include the activities related to the BEP and Randolph-Sheppard vending facilities—the acquisition of facilities and equipment, and initial stocks and supplies, initial operating expenses, and management services and supervision (Section 103(b)(1) of the Rehabilitation Act and 34 C.F.R. § 361.49(a)(5)).

As required by Section 101(a)(3) of the Rehabilitation Act, the State must assure in its VR services portion of its Unified or Combined State Plan that it will provide the non-Federal share (21.3 percent) of the cost of carrying out the VR program. This provision makes clear that the non-Federal share requirement is based on “the cost of carrying out” the program, which would be the entire cost of carrying out the VR program, not a partial cost. Therefore, all allowable non-Federal expenditures incurred under the VR program, including those paid with set-aside funds for management services and supervision, consistent with 34 C.F.R. §§ 395.1(j) and 395.9(b) and PAC-89-02, must be reported on line 10j of DC RSA's VR SF-425 reports for its non-Federal expenditures incurred under the VR program. Only by DC RSA accurately reporting all set aside expenditures that qualify for VR match will RSA be able to determine, with certainty, that the State has satisfied its match requirement under 34 C.F.R. § 361.60(b).

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Furthermore, RSA relies on the total non-Federal expenditures reported by DC RSA to ensure that the agency has satisfied its MOE requirement under Section 111(a)(2)(B) of the Rehabilitation Act and 34 C.F.R. § 361.62. Both the statute and its implementing regulation make clear that MOE is determined by comparing the “total” amount of non-Federal expenditures in a particular fiscal year with the “total” amount of non-Federal expenditures from two fiscal years prior to that year. Again, both the statute and regulation make clear that MOE is based on the total amount of non-Federal expenditures, not just a partial amount. Therefore, DC RSA must report all non-Federal expenditures incurred under the VR program, including management services and supervision paid with BEP set-aside funds, on its SF-425 reports for purposes of the VR program. Only by DC RSA accurately reporting all set-aside expenditures allowable for match will RSA be able to determine, with certainty, whether the State satisfied its MOE requirement under Section 111(a)(2)(B) of the Rehabilitation Act and 34 C.F.R. § 361.62.

Conclusion: As a result of this analysis, RSA concluded that DC RSA did not report all of its non-Federal expenditures on its SF-425 reports, particularly those expenditures for management services and supervision paid with Randolph-Sheppard set-aside funds. As a result, RSA has not been able to determine, with certainty, whether the District of Columbia has met its match and MOE requirements under the VR program for the period covered by this review.

Corrective Actions: RSA requires that DC RSA—

- 4.4.1 Revise and implement policies and procedures related to tracking and reporting expenditures from all non-Federal sources to correctly account for allowable VR program match and MOE; and
- 4.4.2 Revise SF-425 reports for FFYs 2017 through 2020, as applicable, to reflect an accurate total amount of all non-Federal expenditures and ensure an accurate reporting of all non-Federal expenditures, regardless of the source, in future submissions. RSA will review the revised SF-425 reports and determine whether the State met its match and MOE requirement for the affected fiscal years.

VR Agency Response: DCRSA has no response at this time.

VR Agency Request for Technical Assistance: Yes, to ensure compliance.

4.5 Internal Controls over DCPS MOU

Issue: Did DC RSA maintain necessary Fiscal controls over the pre-employment transition services contract with DCPS? This finding will focus on the structure and implementation of the MOU with DCPS. Other programmatic issues are identified in Finding 3.1 Implementation of Pre-Employment Transition Services. Please review that finding for specifics of the services provided.

Requirements: The Uniform Guidance at 2 C.F.R. § 200.302 details specific requirements for financial management of Federal awards. Specifically, 2 C.F.R. § 200.302(a) states “(a) Each State must expend and account for the Federal award in accordance with State laws and procedures for expending and accounting for the State’s own funds. In addition, the State’s

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and the other non-Federal 's financial management systems, including records documenting compliance with Federal statutes, regulations, and the terms and conditions of the Federal award, must be sufficient to permit the preparation of reports required by general and program-specific terms and conditions; and the tracing of funds to a level of expenditures adequate to establish that such funds have been used according to the Federal statutes, regulations, and the terms and conditions of the Federal award. See also §200.450 Lobbying.” Additionally, 2 C.F.R. § 200.302(b)(4) states that grantees must have “Effective control over, and accountability for, all funds, property, and other assets. The non-Federal entity must adequately safeguard all assets and assure that they are used solely for authorized purposes. See § 200.303 Internal controls.”

The Uniform Guidance speaks to requirements for internal controls over the administration of Federal funds. Specifically, 2 C.F.R. § 200.303(a) states the non-Federal entity must “Establish and maintain effective internal control over the Federal award that provides reasonable assurance that the non-Federal entity is managing the Federal award in compliance with Federal statutes, regulations, and the terms and conditions of the Federal award...”

Analysis: The MOU between DCRSA and DCPS was initiated in 2018 and was intended to provide pre-employment transition services. The MOU indicates that in FFY 2018 DCRSA transferred \$410,141.20 to DCPS to hire five Workforce Development Coordinators and \$198,389 to hire two Job Placement Specialists. FFYs 2019 and 2020 totals were projected at the same base amount, with allowances for increases in steps earned by employees.

The MOU indicates that the funds are transferred at the beginning of each year, into an account from which DCPS draws down the funds. These draws are performed with no pre-conditions relating to the services provided and with no expectation of DC RSA approval. DC RSA retains no administrative control over the VR duties performed by staff, does not require performance reporting before draws are made and does not verify whether only allowable VR expenditures were paid. In the event unallowable expenditures are identified, DC RSA has no mechanism for assessing penalties or reclaiming funds from DCPS.

DC RSA submitted a draft version of the MOU to RSA for review before DC RSA implemented it and, on December 19, 2017, RSA provided a response which included, in part, the following feedback:

- This agreement appears to be a hybrid between the formal interagency agreement as required in 34 C.F.R. § 361.22(b) and an interagency transfer agreement. The formal interagency agreement is not to be used for the transfer of funds.
- VR agencies must maintain non-delegable functions of the DSU and retain sole responsibility for the allocation and expenditure of funds. Specifically, VR agencies must retain the sole responsibility for all decisions affecting eligibility for VR services, the nature and scope of available services, and the provision of these services (34 C.F.R. § 361.13(c)(1)(i)); as well as the allocation and expenditure of VR funds (34 C.F.R. § 361.13(c)(1)(iv));
- Any arrangement for the transfer of VR funds to hire staff at another agency must include specific, detailed information about the manner in which VR management will evaluate and monitor the activities of those staff, including how the VR staff will certify time and

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attendance. It is unclear as to the reason DDS/DC RSA is not hiring these staff members directly instead of transferring the funds to DCPS;

- The agreement does not describe how DDS/DC RSA will monitor staff time and funds allocated for the provision of pre-employment transition services to students with disabilities;
- Consistent with 2 C.F.R. § 200.303(a), DDS/DC RSA must establish internal control mechanisms to ensure that the only allowable costs are charged to VR relative to the benefit received by the program; and
- The agreement lacks information indicating that the VR program will only pay its allowable share of the cost of staff members providing pre-employment transition services.

As noted, DC RSA was made aware that the agreement was problematic in several areas, however, it implemented an agreement that did not address the identified concerns. RSA was not able to identify why the RSA guidance was not reflected in the final agreement.

Please note that the earlier finding (3.1) related to this contract details several programmatic issues. DC RSA must address both the fiscal concerns noted above and those in the programmatic finding for such an agreement to be an allowable VR expenditure.

Conclusion: DC RSA's administration of the DCPS MOU includes a structure whereby funds, and all related authority to access and expend the funds, are turned over to DCPS. As a result DC RSA does not maintain necessary internal controls to assure compliance with Federal requirements (2 C.F.R. § 200.303(a)), and cannot assure it is expending and accounting for the Federal award in accordance with State laws and procedures necessary for management of the Federal award, (2 C.F.R. § 200.302(a)). RSA considers the costs paid under this MOU to be questioned costs.

Corrective Actions: RSA requires that DC RSA—

4.5.1 Immediately cease and desist services and payments under the MOU until both programmatic and fiscal related issues have been resolved; and

4.5.2 In the event DC RSA wishes to reinstate the contract once the issues have been resolved:

- Develop and submit internal controls for contract monitoring to RSA for review; and
- Submit a revised copy of the MOU that addresses the identified programmatic and fiscal issues to RSA for review.

VR Agency Response: DCRSA has no response at this time

VR Agency Request for Technical Assistance: Yes, to ensure compliance.

D. Technical Assistance

During the monitoring activities, RSA provided technical assistance to DC RSA as described below:

- IFA's, cost allocation and methods to assure that costs to the VR award reflect actual work performed and are proportional to the benefit received. This was discussed in relation to one-stop costs and overall agency interactions with partners and other agencies;
- Requirements for attributing obligations to the correct FFY, impacts on match, MOE, pre-employment transition services, and requirements for timely and accurate submission of required Federal reports; and
- Requirements for seeking prior approval on certain types of expenses, methods for internal planning and processing of requests, and the aggregate method for seeking approvals.

SECTION 5: FOCUS AREA – JOINT WORKFORCE INNOVATION AND OPPORTUNITY ACT FINAL RULE IMPLEMENTATION

A. Purpose

The Departments of Education and Labor issued the Workforce Innovation and Opportunity Act (WIOA) Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule (Joint WIOA Final Rule) to implement Title I of WIOA. These joint regulations apply to all core programs of the workforce development system established by Title I of WIOA and the joint regulations are incorporated into the VR program regulations through subparts D, E, and F of 34 C.F.R. part 361.

WIOA strengthens the alignment of the public workforce development system's six core programs by compelling unified strategic planning requirements, common performance accountability measures, and requirements governing the one-stop delivery system. In so doing, WIOA places heightened emphasis on coordination and collaboration at the Federal, State, local, and Tribal levels to ensure a streamlined and coordinated service delivery system for job seekers, including those with disabilities, and employers.

In FFY 2018, the Employment and Training Administration in the U.S. Department of Labor; the Office of Career, Technical, and Adult Education; and RSA developed the WIOA Shared Monitoring Guide, which is incorporated in this focus area. RSA assessed the VR agency's progress and compliance in the implementation of the Joint WIOA Final Rule through this focus area.

B. Implementation of WIOA Joint Final Rule

RSA reviewed the following topical areas: WIOA Partnership; Governance; One-Stop Operations; and Performance Accountability. To gather information pertinent to these topics, RSA reviewed a variety of documents including the PY 2016 Unified or Combined State Plan and PY 2018 modifications to the State plan; Memoranda of Understanding (MOUs) including the One-Stop Center Operating Budget and Infrastructure Funding Agreement (IFA) related to the one-stop service delivery system; and other supporting documentation related to the four topical areas.

WIOA Partnership

WIOA requires States and local areas to enhance coordination and partnerships with local entities and supportive service agencies for strengthened service delivery, including through Unified/Combined State Plans. Beyond the partnerships reflected in the Governance and One-Stop Operations sections of this focus area, Federal partners thought it was important for Federal agencies to inquire about the broader partnership activities occurring to implement many of the approaches called for within WIOA, such as career pathways and sector strategies. These require robust relationships across programs and with businesses, economic development, education, and training institutions, including community colleges and career and technical education local

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entities, and supportive service agencies. The RSA review team explored how these activities are led and sustained to help assess how these initiatives are progressing within the State.

District of Columbia agencies administering WIOA programs have cultivated partnerships to support inter-agency collaborations to serve District of Columbia residents, including through co-location, blended funding, collaborative provision of services, and data system integration.

In terms of career pathways and sector strategies, the District of Columbia's Workforce Investment Council (WIC) is making efforts to strengthen sector partnerships and align workforce services with the needs of businesses. The WIC has established business advisory committees in the construction and hospitality sectors in partnership with the Department of Employment Services (DOES) and The University of the District of Columbia Community College (UDC-CC) that provide input and expertise for the Workforce Intermediary Program and broader system efforts in those sectors. The WIC will convene additional committees for healthcare, security and law, and business administration and information technology; and also leverage the efforts of the Career Pathways Task Force to inform workforce investments. The Career Pathways Task Force addresses workforce system strategies related to system alignment, sector strategies, and access to career pathways. The work of the Career Pathways Task Force informs broader District of Columbia State Plan career pathways efforts under WIOA. The Deputy Director of DC RSA serves on the Career Pathways Task Force and assisted in the development of its strategic plan. Workforce system partners have been included in these engagement efforts to ensure that information gathered helps inform their programming and will also be disseminated more broadly. The WIC has funding available through its Workforce Intermediary program to support new and innovative sector strategy activities.

The Department on Disability Services (DDS) and DC RSA established a specialized unit, the Business Relations Unit (BRU), to develop relationships with businesses throughout the Washington DC Metropolitan Area. The BRU collaborates with businesses to educate them about DC RSA services and to identify their staffing needs for the purpose of gaining exposure and identifying employment opportunities for qualified DC RSA job seekers.

DC RSA has made efforts to engage in partnerships with other government agencies, community-based agencies and schools, in order to provide services in the community. Currently, DC RSA is providing services at thirty locations around the city. DC RSA also provides services at the American Job Centers and at all District of Columbia Public Schools, Public Charter Schools, and non-public placements within the DC-Baltimore Metropolitan area where District of Columbia students attend.

The District of Columbia obtained input into the development of the Unified State Plan and provided an opportunity for comment on the plan by representatives of local boards and chief elected officials, businesses, labor organizations, institutions of higher education and the entities responsible for planning or administering the core programs, required one-stop partners and the other Combined Plan programs.

Governance

State Workforce Development Boards (SWDBs) and Local Workforce Development Boards (LWDBs), which should include representation from all six core programs, including the VR program, set strategy and policies for an aligned workforce development system that partners with the education continuum, economic development, human services, and businesses. The VR representative on the SWIB must be an individual who has optimum policymaking authority for the VR program, and each LWDB is required to have at least one representative from programs carried out under Title I of the Rehabilitation Act (other than Section 112 or part C of that Title).

SWDB/LWDB

The WIC serves as the State and Local Workforce Development Board for the District of Columbia. DC RSA is the agency responsible for the administration of the VR program, one of the core workforce development programs that is authorized under the Rehabilitation Act, as amended by Title IV of WIOA. DC RSA is housed in the Department on Disability Services (DDS) and is directed by the Department Deputy Director. During RSA's on-site monitoring of the VR program, RSA learned that DC RSA was represented on the WIC by the Director of DDS, and not its Department Deputy Director. However, to resolve conditions on the approval of the District of Columbia PY 2020-2023 WIOA State Plan, the DC RSA deputy director was assigned as a member of the WIC on September 30, 2020.

One-Stop Operations

The one-stop delivery system brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to customers.

One-Stop Partner Roles and Responsibilities

Core WIOA programming is administered by three District of Columbia agencies: the Department of Employment Services (Titles I and III); the Office of the State Superintendent of Education, Adult and Family Education Department (OSSE AFE, Title II); and the Department on Disability Services, Rehabilitation Services Administration (DDS/DC RSA, Title IV). Each of these entities is represented at District of Columbia American Job Centers (AJC), also known as one-stop centers.

The District of Columbia has four AJCs, which includes one comprehensive one-stop center and three affiliate one-stop centers, as well as a virtual one-stop known as DC Networks. The virtual one-stop provides integrated services via the internet for individuals, employers, training providers, workforce staff, and AJC partners.

For the District of Columbia's VR program, the required one-stop partner is DC RSA. DC RSA provides access to its programs, services and activities through full-time VR staff members that are physically present at all four of the one-stop centers five days a week. Although VR services are not provided through the District of Columbia's virtual one-stop, VR staff are able to assist

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VR clients in accessing and enrolling in the virtual one-stop. DC RSA also provides career services through AJCs to eligible individuals with disabilities. Career services include conducting comprehensive and specialized assessments, creating IPEs, providing counseling and guidance, career planning including career exploration, training or postsecondary education, job search and placement assistance, and supported employment services and referrals to other agencies as appropriate. Additionally, DC RSA provides technical assistance to the one-stop system on assistive technology and accessibility of each of the AJCs.

Memoranda of Understanding and Infrastructure Funding Agreements

In accordance with 34 C.F.R. § 361.420, each required one-stop partner program must enter into a MOU with the LWDB that meets the requirements of 34 C.F.R. § 361.500(b) relating to the operation of the one-stop delivery system. At the time of the on-site review, a memorandum of understanding (MOU) had been established between the local board and the one-stop partners (DOES, OSSE, and DC RSA) to address one-stop center infrastructure funding, physical and programmatic accessibility requirements, and the vision of WIOA and State established goals.

In the course of DOL conducting monitoring activities in fall 2018, the WIC submitted MOUs outlining roles, responsibilities, and funding contributions for all AJC partners to the DOL. DOL identified missing information in the MOUs in its monitoring report dated November 30, 2018. The report identified that the MOUs were missing required signatures; did not include an infrastructure and shared services budget; and the District of Columbia policy on State funding mechanism use when consensus on infrastructure funding is not reached was not in place by the PY 2017 Infrastructure Agreement (IFA) implementation date. The WIC corrected and finalized MOUs in February 2019. As a result, an MOU between the WIC and DC RSA was executed on February 27, 2019, concerning the operation of the one-stop delivery system in the District of Columbia.

Accessibility/One-Stop Certification

The District of Columbia has a process in place to assess the effectiveness, physical and programmatic accessibility, and continuous improvement of the one-stop centers and the one-stop delivery systems using criteria and procedures developed by the District of Columbia's WIC. Additionally, staff members have been trained to provide services to all individuals, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. The Assistive Technology (AT) Center and the AT Specialist with DC RSA has provided technical assistance to the one-stop in order to identify necessary equipment to ensure accessibility of services to people with disabilities, including people who are blind or visually impaired, which includes special screens, keyboards, and adjustable workstations for use by customers who are blind or visually impaired, in wheelchairs, or with other disabilities.

The WIC, with the agreement of the Mayor, is responsible for certifying and recertifying comprehensive, affiliate, and satellite one-stop centers every two years. Through the one-stop certification process, the WIC seeks to establish uniform standards for one-stop center and will work with the one-stop operators to ensure such standards are being met.

Common Identifier

The District of Columbia Workforce Investment Council (WIC) Policy Manual, dated September 2016, indicates that all comprehensive one-stop centers will be known as DC American Job Centers (DCAJCs); all affiliate or satellite centers must also clearly indicate that they are a part of the DC American Job Center network.

Performance Accountability

Section 116 of WIOA establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of States and local areas in achieving positive outcomes for individuals served in the workforce development system. WIOA requires that these requirements apply across all six core programs, with a few exceptions. RSA reviewed the VR agency's progress and implementation of performance accountability measures and data sharing and matching requirements.

Each of the District of Columbia agencies responsible for administering core programs has data systems in place that can track outcomes related to required WIOA performance metrics and store relevant information on case management and other activities as required for monitoring. Agencies will leverage DOES' access to the Wage Record Interchange System (WRIS) to report on the District of Columbia's employment and training program performance, evaluating training provider performance, and for other related purposes for Federal programs as permitted. Data sharing agreements will be formalized to ensure employment data is accessible to agencies administering core programs.

Effectiveness in Serving Employers

The District of Columbia partners selected the Retention with the Same Employer and Employer Penetration Rate approaches in collecting data on the "Effectiveness in Serving Employers" measure; the partners have not added a State-specific approach. At the time of the on-site monitoring, DC RSA reported that the agency was not reporting on the "Effectiveness in Serving Employers" performance measure, nor had the VR agency developed policies and procedures with their District of Columbia partners that specifically delineate how they will uniformly collect and report this information on the WIOA Annual Report.

Pursuant to Section 116(d)(2) of WIOA and 34 C.F.R. § 361.160, the Annual Statewide Performance Report Template must be submitted to the Departments of Education and Labor using aggregated data collected by each of the six core programs. In the District of Columbia, the entity responsible for assembling and submitting this report is DOES.

Tracking Co-enrollment

In accordance with WIOA Section 116(b)(3)(A)(ii) and 34 C.F.R. § 361.160(a)(1)(ii), annual reporting should include the total number of participants who are co-enrolled in any of the programs in WIOA.

In the District of Columbia, each core program (Title I, II, & III) uses a separate case management system which presents a challenge to identify individuals who are co-enrolled. At

this time, DC RSA relies on self-reporting to identify individuals who may be co-enrolled in multiple programs. DC RSA is working with DC WIC to develop a common intake system across all one-stop programs that can be used within its four one-stop Centers and all offices outside the centers.

Data Sharing and Matching

District of Columbia agencies are working to integrate services through the development of a common intake, assessment, screening, and referral process. Currently, DOES and OSSE have a common initial intake through the Data Vault. The Data Vault is being implemented at the DOES American Job Centers and in OSSE AFE programs. Expansion plans include DOES/WIC training providers, DC RSA, Department of Human Services (DHS), UDC-CC, adult-serving District of Columbia Public Schools (DCPS) and District of Columbia Public Charter schools, and other partner agencies.

Moving forward, the Data Vault will be an essential tool to the integration of data systems and service delivery across agencies and partners. Its implementation will serve to create a unified intake, assessment, and referral mechanism; track customer participation, performance, progress, and outcomes; and link customers to programs and services funded by the relevant partners. At the time of monitoring, it was unknown when DC RSA would establish data sharing agreements with DOES and OSSE that will enable DC RSA to have access to the Data Vault.

The District of Columbia currently uses the Unemployment Insurance (UI) Wage Record Database to validate information collected about WIOA program participants in the State of Virginia, with respect to their placement in employment and average earnings. However, the District of Columbia is unable to collect this information for program participants in the State of Maryland.

C. Findings and Corrective Actions

RSA's review of DC RSA's performance in this focus area did not result in the identification of a finding to improve performance.

D. Technical Assistance

In the course of conducting monitoring activities, RSA provided technical assistance to DC RSA as described below.

Effectiveness in Serving Employers

Section 116(b)(2)(A)(i)(VI) of WIOA requires that the U.S. Departments of Education and Labor establish a primary indicator of performance for Effectiveness in Serving Employers. In the joint performance accountability guidance, RSA-TAC-17-01, RSA explained that States are required to select two of three approaches while participating in a pilot program to measure the core programs' collective efforts to serve employers in the State. States may also establish and report on a third State-specific approach, in addition to the two approaches selected from the following:

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1. Retention with the Same Employer: This approach captures the percentage of participants who exit and are employed with the same employer in the second and fourth quarters after exit;
2. Repeat Business Customers: This approach tracks the percentage of employers who receive services that use core program services more than once; and
3. Employer Penetration Rate: This approach tracks the percentage of employers who are using the core program services out of all employers represented in an area or State served by the public workforce system (i.e., employers served).

At the time of the on-site visit, the District of Columbia partners selected the Retention with the Same Employer and Employer Penetration Rate approaches in collecting data on the “Effectiveness in Serving Employers” measure. The partners have not added a State-specific approach. At the time of the on-site monitoring, DC RSA reported that the agency was not reporting data on the “Effectiveness in Serving Employers” performance measure with the title I, II, and III core programs, nor has the VR agency developed policies and procedures with their State partners that specifically delineate how they will uniformly collect and report this information on the WIOA Annual Report.

During the on-site portion of the review, RSA reviewed the joint guidance with DC RSA to clarify the requirement that two approaches be selected and implemented. RSA informed DC RSA that the VR agency (DC RSA) is required to report the data on the “Effectiveness in Serving Employers” performance measure, in addition to the core programs for Titles I, II, and III, to the identified State entity responsible for reporting the ETA-9169 annual report to the Department of Labor.

Therefore, DC RSA has not complied with Section 116(d)(2) of WIOA and 34 C.F.R. § 361.160 of its implementing regulations by not reporting the required data to measure the effectiveness in serving employers for the District of Columbia. After consulting with DOL and the U.S. Department of Education’s Office of Career, Technical, and Adult Education on this matter, RSA recommends that the District of Columbia develop procedures for the collection of data required to report its effectiveness in serving employers on an annual basis.

Data Sharing and Matching

DC RSA seeks technical assistance on how to establish a data sharing agreement without a SWIS agreement currently in place to ensure unemployment insurance data can be obtained for those outside the District of Columbia.

APPENDIX A: STATE VOCATIONAL REHABILITATION SERVICES AND STATE SUPPORTED EMPLOYMENT SERVICES PROGRAMS PERFORMANCE TABLES

Note: Calculations for these tables can be found in Appendix C of the MTAG.

Table 1—DC RSA VR Agency Profile (PY 2017)

Table 2— DC RSA Summary Statistics from RSA 113 (FFYs 2016-2018)

Table 3—DC RSA Number and Percentage of Participants Served by Primary Disability Type (PY 2017)

Table 4—DC RSA Number and Percentage of Individuals Exiting at Various Stages of the VR Process (PY 2017)

Table 5—DC RSA Number and Percentage of Individuals Exiting by Reason during the VR Process (PY 2017)

Table 6—DC RSA VR Services Provided to Participants (PY 2017)

Table 7—DC RSA Number of Measurable Skill Gains Earned, Number of Participants Who Earned Measurable Skill Gains, and Types of Measurable Skill Gain (PY 2017)

Table 8—DC RSA Median Hourly Earnings, Median Hours Worked per Week, Sources of Support, and Medical Insurance Coverage for Participants Who Exited with Competitive Integrated Employment or Supported Employment (PY 2017)

Table 9—DC RSA Standard Occupational Classification (SOC) Titles (Major Groups): Percentages of Employment Outcomes and Median Hourly Earnings for Participants Who Exited with Competitive Employment or Supported Employment (PY 2017)

Table 10—DC RSA Number of Participants Who Exited with Competitive Integrated Employment or Supported Employment by the Most Frequent SOC Title (PY 2017)

Table 11—DC RSA Number of Students with Disabilities Reported, and the Number and Percentage of Students with Disabilities Who Received Pre-Employment Transition Services (PY 2017)

Table 12—DC RSA Number and Percentage of Required Pre-Employment Transition Services Provided (PY 2017)

Table 1—DC RSA VR Agency Profile (PY 2017)

VR Agency Profile Data	Number/Percentage
Employment Rate	30.2%
Number of Participants Exiting in Competitive Integrated Employment or Supported Employment	635
Measurable Skill Gains Performance Indicator	19.7%
Percentage of Participants Eligible for Measurable Skill Gains	2.7%
Percentage of Timely Eligibility Determinations	98.2%
Percentage of Eligibility Determination Extensions	0.9%
Percentage of Timely IPE Development	75.7%
Number of Applicants	2,585
Number of Individuals Determined Eligible	2,053
Number of Individuals with an IPE and No VR Services Provided	592
Number of Participants (with an IPE and VR Services Provided)	1,689

Table 2—DC RSA Summary Statistics from RSA-113 (FFYs 2016-2018)

Performance Category	FFY 16	FFY 17	FFY 18
Total Applicants	3,384	2,963	2,723
Total Eligible Individuals (Before IPE)	2,728	2,380	2,226
Agency Implementing Order of Selection	No	No	No
Individuals on Order of Selection Waiting List at Year-End	-	-	-
Percentage of Eligible Individuals with IPE Who Received No Services	18.4%	23.7%	25.2%
Individuals with IPE Receiving Services	4,920	5,075	4,931

Table 3—DC RSA Number and Percentage of Participants Served by Primary Disability Type (PY 2017)

Primary Disability Type by Group	Number of Participants	Percent
Visual	180	3.5%
Auditory or Communicative	294	5.7%
Physical	753	14.6%
Cognitive	1,697	33.0%
Psychological or Psychosocial	2,219	43.1%

Detailed Primary Disability Type	Number of Participants	Percent
Blindness	111	2.2%
Other Visual Impairments	69	1.3%
Deafness, Primary Communication Visual	163	3.2%
Deafness, Primary Communication Auditory	25	0.5%
Hearing Loss, Primary Communication Visual	20	0.4%
Hearing Loss, Primary Communication Auditory	40	0.8%
Other Hearing Impairments (Tinnitus, Meniere’s Disease, hyperacusis, etc.)	3	0.1%
Deaf-Blindness	6	0.1%
Communicative Impairments (expressive/receptive)	37	0.7%
Mobility Orthopedic/Neurological Impairments	162	3.1%
Manipulation/Dexterity Orthopedic/Neurological Impairments	42	0.8%
Both Mobility and Manipulation/Dexterity Orthopedic/Neurological Impairments	53	1.0%
Other Orthopedic Impairments (e.g., limited range of motion)	58	1.1%
Respiratory Impairments	38	0.7%
General Physical Debilitation (e.g., fatigue, weakness, pain, etc.)	357	6.9%
Other Physical Impairments (not listed above)	43	0.8%
Cognitive Impairments (e.g., impairments involving learning, thinking, processing information and concentration)	1,697	33.0%
Psychosocial Impairments (e.g., interpersonal and behavioral impairments, difficulty coping)	2,015	39.2%
Other Mental Impairments	204	4.0%

Table 4—DC RSA Number and Percentage of Individuals Exiting at Various Stages of the VR Process (PY 2017)

Number of Individuals Who Exited the VR Program	3,247
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Exit Type	Number of Individuals	Percent
Individual exited as an applicant, prior to eligibility determination or trial work experience	610	18.8%
Individual exited during or after a trial work experience	1	0.0%
Individual exited after eligibility, but from an order of selection waiting list	0	0.0%
Individual exited after eligibility, but prior to a signed IPE	368	11.3%
Individual exited after an IPE without an employment outcome	1,470	45.3%
Individual exited after an IPE in noncompetitive and/or nonintegrated employment	0	0.0%
Individual exited after an IPE in competitive and integrated employment or supported employment	635	19.6%
Individual exited as an applicant after being determined ineligible for VR services	17	0.5%
Potentially eligible individual exited after receiving pre-employment transition services and has not applied for VR services	146	4.5%

Supported Employment	Number of Participants
Number of Participants Who Exited with a Supported Employment Outcome in Competitive Integrated Employment	150
Number of Participants Who Exited with a Supported Employment Outcome in Noncompetitive and/or Nonintegrated Employment	0

Table 5—DC RSA Number and Percentage of Individuals Exiting by Reason during the VR Process (PY 2017)

Reason for Exit	Number of Individuals	Percent
Individual is No Longer Available for Services Due to Residence in an Institutional Setting Other Than a Prison or Jail	5	0.2%
Health/Medical	0	0.0%
Death of Individual	14	0.4%
Reserve Forces Called to Active Duty	0	0.0%
Foster Care	0	0.0%
Ineligible after determined eligible	0	0.0%
Criminal Offender	12	0.4%
No Disabling Condition	5	0.2%
No Impediment to Employment	11	0.3%
Does Not Require VR Service	1	0.0%
Disability Too Significant to Benefit from Service	5	0.2%
No Long-Term Source of Extended Services Available	0	0.0%
Transferred to Another Agency	14	0.4%
Achieved Competitive Integrated Employment Outcome	635	19.6%
Extended Employment	0	0.0%
Extended Services Not Available	1	0.0%
Unable to Locate or Contact	1,395	43.0%
No Longer Interested in Receiving Services or Further Services	519	16.0%
All Other Reasons	479	14.8%
Number of Individuals Who Exited the VR Program		3,247

Table 6—DC RSA VR Services Provided to Participants (PY 2017)

Total Number of Participants Who Received VR Services	5,143
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Training Services Provided to Participants	Number of Participants	Percent
Graduate Degree Training	29	0.6%
Bachelor’s Degree Training	471	9.2%
Junior or Community College Training	38	0.7%
Occupational or Vocational Training	197	3.8%
On-the-Job Training	6	0.1%
Apprenticeship Training	5	0.1%
Basic Academic Remedial or Literacy Training	2	0.0%
Job Readiness Training	84	1.6%
Disability Related Skills Training	20	0.4%
Miscellaneous Training	25	0.5%
Randolph-Sheppard Entrepreneurial Training	1	0.0%
Customized Training	0	0.0%

Career Services Provided to Participants	Number of Participants	Percent
Assessment	481	9.4%
Diagnosis and Treatment of Impairment	63	1.2%
Vocational Rehabilitation Counseling and Guidance	2,966	57.7%
Job Search Assistance	834	16.2%
Job Placement Assistance	2,000	38.9%
Short-Term Job Supports	373	7.3%
Supported Employment Services	312	6.1%
Information and Referral Services	35	0.7%
Benefits Counseling	89	1.7%
Customized Employment Services	0	0.0%
Extended Services (for youth with the most significant disabilities)	0	0.0%

Other Services Provided to Participants	Number of Participants	Percent
Transportation	1,298	25.2%
Maintenance	396	7.7%
Rehabilitation Technology	147	2.9%
Personal Attendant Services	2	0.0%
Technical Assistance Services	3	0.1%
Reader Services	0	0.0%
Interpreter Services	3	0.1%
Other Services	257	5.0%

Table 7—DC RSA Number of Measurable Skill Gains Earned, Number of Participants Who Earned Measurable Skill Gains, and Types of Measurable Skill Gains (PY 2017)

Measurable Skill Gains Earned and Participants Earning Measurable Skill Gains	Number
Number of Measurable Skill Gains Earned	28
Number of Participants Who Earned a Measurable Skill Gains	27

Types of Measurable Skill Gains	Number
Educational Functioning Level	0
Secondary Diploma	0
Postsecondary Transcript/Report Card	23
Training Milestone	3
Skills Progression	2

Table 8—DC RSA Median Hourly Earnings, Median Hours Worked per Week, Sources of Support and Medical Insurance Coverage for Participants Who Exited with Competitive Integrated Employment or Supported Employment (PY 2017)

Median Hourly Earnings and Hours Worked per Week at Exit

Number of Participants Who Exited in Competitive and Integrated Employment or Supported Employment	635
Median Hourly Earnings at Exit	\$13.00
Median Hours Worked per Week at Exit	35

Primary Source of Support at Exit	Number of Participants	Percent
Personal Income	598	94.2%
Family and Friends	17	2.7%
Public Support	19	3.0%
Other Sources	1	0.2%

Public Support at Exit	Number of Participants	Percent
Social Security Disability Insurance (SSDI) at Exit	45	7.1%
Supplemental Security Income (SSI) for the Aged, Blind, or Disabled at Exit	83	13.1%
Temporary Assistance for Needy Families (TANF) at Exit	4	0.6%
General Assistance (State or local government) at Exit	6	0.9%
Veterans' Disability Benefits at Exit	3	0.5%
Workers' Compensation at Exit	0	0.0%
Other Public Support at Exit	4	0.6%

Medical Insurance Coverage at Exit	Number of Participants	Percent
Medicaid at Exit	363	57.2%
Medicare at Exit	59	9.3%
State or Federal Affordable Care Act Exchange at Exit	5	0.8%
Public Insurance from Other Sources at Exit	68	10.7%
Private Insurance Through Employer at Exit	148	23.3%
Not Yet Eligible for Private Insurance Through Employer at Exit	5	0.8%
Private Insurance Through Other Means at Exit	54	8.5%

Table 9— DC RSA Standard Occupational Classification (SOC) Titles (Major Groups): Percentages of Employment Outcomes and Median Hourly Earnings for Participants Who Exited with Competitive Integrated Employment or Supported Employment (PY 2017)

SOC Title	Number of Participants	Median Hourly Earnings
Building and Grounds Cleaning and Maintenance Occupations	140	\$12.5
Office and Administrative Support Occupations	126	\$12.5
Food Preparation and Serving Related Occupations	67	\$12.5
Transportation and Material Moving Occupations	44	\$17
Sales and Related Occupations	35	\$12.5
Community and Social Services Occupations	31	\$16.83
Healthcare Support Occupations	27	\$12.75
Personal Care and Service Occupations	25	\$13.5
Protective Service Occupations	21	\$15
Business and Financial Operations Occupations	19	\$17
Installation, Maintenance, and Repair Occupations	19	\$13.375
Constructive and Extraction Occupations	17	\$15
Education, Training, and Library Occupations	14	\$17.76
Management Occupations	13	\$17.44
Computer and Mathematical Occupations	9	\$22.95
Arts, Design, Entertainment, Sports, and Media Occupations	6	\$20
Production Occupations	6	\$16
Healthcare Practitioners and Technical Occupations	5	\$15
Legal Occupations	5	\$26.44
Life, Physical, and Social Science Occupations	4	\$17
Farming, Fishing, and Forestry Occupations	1	\$8.75
Architecture and Engineering Occupations	1	\$23.08
Military Specific Occupation	0	0
Randolph-Sheppard vending facility Operator	0	0
Randolph-Sheppard vending facility clerk	0	0

Table 10—DC RSA Number of Participants Who Exited with Competitive Integrated Employment or Supported Employment by the Most Frequent SOC Title (PY 2017)

No.	SOC Title	Number of Participants	Median Hourly Earnings
1	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	100	\$ 12.5
2	Customer Service Representatives	50	\$ 12.5
3	Stock Clerks and Order Fillers	23	\$ 11.5
4	Retail Salespersons	18	\$ 12.5
5	Food Preparation and Serving Related Workers, All Other	17	\$ 12.5
6	Bus Drivers, Transit and Intercity	16	\$ 19.0
7	Office and Administrative Support Workers, All Other	15	\$ 14.5
8	Office Clerks, General	12	\$ 15.6
9	Security Guards	11	\$ 13.0
10	Home Health Aides	11	\$ 12.5

Table 11—DC RSA Number of Students with Disabilities Reported, and the Number and Percentage of Students with Disabilities Who Received Pre-Employment Transition Services (PY 2017)

Students with Disabilities	Number/Percentage of Students
Total Students with Disabilities Reported	1,518
Students with Disabilities Reported with 504 Accommodation	114
Students with Disabilities Reported with IEP	1,078
Students with Disabilities Reported without 504 Accommodation or IEP	326
Total Students with Disabilities Who Received a Pre-Employment Transition Service	56
Potentially Eligible Students with Disabilities Who Received a Pre-Employment Transition Service	0
Students with Disabilities, Who Applied for VR Services, and Received a Pre-Employment Transition Service	56
Percentage of Students with Disabilities Reported Who Received a Pre-Employment Transition Service	3.7%

Table 12—DC RSA Number and Percentage of Required Pre-Employment Transition Services Provided (PY 2017)

Pre-Employment Transition Services	Number of Pre-Employment Transition Services Provided	Percent of Total Pre-Employment Transition Services Provided
Total Pre-Employment Transition Services Provided	160	-
Job Exploration Counseling	104	65.0%
Work Based Learning Experiences	26	16.3%
Counseling on Enrollment Opportunities	17	10.6%
Workplace Readiness Training	8	5.0%
Instruction in Self Advocacy	5	3.1%

APPENDIX B: SERVICE RECORD REVIEW RESULTS

Participants who Exited with Competitive Integrated Employment or Supported Employment

Data Element	Number with required documentation	Percent (of 20) with required documentation	Number without required documentation	Percent (of 20) without required documentation
Date of Application	15	75%	5	25%
Date of Eligibility Determination	19	95%	1	5%
Date of IPE	17	85%	3	15%
Start Date of Employment in Primary Occupation at Exit or Closure	6	30%	14	60%
Hourly Wage at Exit or Closure	8	40%	12	60%
Employment Status at Exit or Closure	4	20%	16	80%
Type of Exit or Closure	12	60%	8	40%
Date of Exit or Closure	16	80%	4	20%

Summary of Service Record Review for Participants who Exited with Competitive Integrated Employment or Supported Employment

Summary	Number	Percent (of 20)
Service Records with all required documentation for Data Elements	4	20%
Service Records without all required documentation for Data Elements	16	80%

Reporting Considerations: Information in Supporting Documentation, Case Management System, and RSA-911

Data Element	Number (of 20) where All Information Matches	Percent (of 20) where All Information Matches	Number (of 20) where All Information Does Not Match	Percent (of 20) where All Information Does Not Match
Date of Application	15	75%	5	25%
Date of Eligibility Determination	19	95%	1	5%
Date of IPE	17	85%	3	15%

Q. 34.4 DC RSA Final Monitoring Report - FFY 2019

Start Date of Employment in Primary Occupation at Exit or Closure	6	30%	14	60%
Hourly Wage at Exit or Closure	8	40%	12	60%
Employment Status at Exit or Closure	4	20%	16	80%
Type of Exit or Closure	12	60%	8	40%
Date of Exit or Closure	16	80%	4	20%

Participants who Earned Measurable Skill Gains (MSG)

Data Element (MSG Types as applicable)	Number with required documentation	Percent (of 20) with required documentation	Number without required documentation	Percent (of 20) without required documentation
Start Date of Initial VR Service on or after IPE	14	70%	6	30%
Date Enrolled During Program Participation in an Education or Training Program Leading to a Recognized Postsecondary Credential or Employment	7	35%	13	65%
Date of Most Recent MSG: Educational Functioning Level	NA		NA	
Date of Most Recent MSG: Secondary Transcript Report Card	NA		NA	
Date of Most Recent MSG: Postsecondary Transcript/Report Card	9		10	
Date of Most Recent MSG: Training Milestone	0		2	
Date of Most Recent MSG: Skills Progression	NA		NA	

Summary of Service Record Review of Participants who Earned Measurable Skill Gains (MSG)

Summary	Number	Percent (of 20)
Service Records with all required documentation for Data Elements (as applicable)	7	35%
Service Records without all required documentation for Data Elements (as applicable)	13	65%

Reporting Considerations: Information in Supporting Documentation, Case Management System, and RSA-911

Data Element (MSG Types as applicable)	Number of Service Records where All Information Matches	Percent (of 20) where All Information Matches	Number of Service Records where All Information Does Not Match	Percent (of 20) where All Information Does Not Match
Start Date of Initial VR Service on or after IPE	14	70%	6	30%
Date Enrolled During Program Participation in an Education or Training Program Leading to a Recognized Postsecondary Credential or Employment	7	35%	13	65%
Date of Most Recent MSG: Educational Functioning Level	NA		NA	
Date of Most Recent MSG: Secondary Transcript Report Card	NA		NA	
Date of Most Recent MSG: Postsecondary Transcript/Report Card	9		10	
Date of Most Recent MSG: Training Milestone	0		2	
Date of Most Recent MSG: Skills Progression	NA		NA	

APPENDIX C: FISCAL DATA TABLES

Note: Calculations for these tables can be found in Appendix F of the MTAG.

VR Resources and Expenditures—FFYs 2016–2018

VR Resources and Expenditures	2016	2017	2018*
Total program expenditures	\$24,202,596	\$23,787,619	\$20,224,054
Federal expenditures	\$15,993,561	\$14,974,254	\$12,015,018
State agency expenditures (4 th quarter)	\$8,209,035	\$8,813,365	\$8,209,036
State agency expenditures (latest/final)	\$8,209,035	\$8,813,365	\$8,209,036
Federal formula award amount	\$14,116,707	\$14,236,152	\$14,537,666
Reserve amount required for pre-employment transition services (15 percent)	\$2,417,506	\$2,246,513	\$2,421,586
Amount expended on pre-employment transition services	\$2,438,894	\$2,526,271	\$991,847
Percentage expended on pre-employment transition services	15.13%	16.87%	6.14%
MOE penalty from prior year	\$0	\$0	\$0
Federal award amount relinquished during reallocation	\$0	\$0	\$0
Federal award amount received during reallocation	\$2,000,000	\$740,604	\$1,606,243
Federal funds transferred from State VR agency	\$0	\$0	\$0
Federal funds transferred to State VR agency	\$0	\$0	\$0
Federal award amount (net)	\$16,116,707	\$14,976,756	\$16,143,909
Federal award funds deobligated	\$123,147	\$0	\$0
Federal award funds used	\$15,993,560	\$14,976,756	\$16,143,909
Percent of formula award amount used	113.30%	105.20%	111.05%
Federal award funds matched but not used	\$123,147	\$0	\$0

* Indicates the award is currently in an open status. Therefore, data is either not currently available or not final.

Non-Federal Share and Maintenance of Effort—FFYs 2016–2018

Non-Federal Share (Match) and Maintenance of Effort (MOE)	2016	2017	2018*
Match required per net award amount	\$4,361,955	\$4,053,430	\$4,369,317
Match provided (actual)	\$8,209,035	\$8,813,365	\$8,209,036
Match difference**	-\$3,847,080	-\$4,759,935	-\$3,839,719
Federal funds matched (actual)	\$16,116,707	\$14,976,756	\$16,143,909
Percent Federal funds matched	100.00%	100.00%	100.00%
MOE required	\$7,657,611	\$7,927,720	\$8,209,035
MOE: Establishment/construction expenditures	\$0	\$0	\$0
MOE actual	\$8,209,035	\$8,813,365	\$8,209,036
MOE difference**	-\$551,424	-\$885,645	-\$1

* Indicates the award is currently in an open status. Therefore, data is either not currently available or not final.

** A positive amount indicates a deficit. A negative amount indicates a surplus.

Program Income and 4th Quarter Data—FFYs 2016–2018

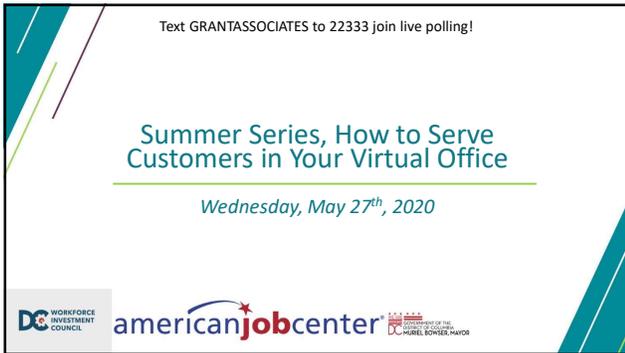
Program Income and 4th Quarter Data	2016	2017	2018*
Program income received	\$98,842	\$41,040	\$68,526
Program income disbursed	\$98,842	\$41,040	\$68,526
Program income transferred	\$0	\$0	\$0
Program income used for VR program	\$98,842	\$41,040	\$68,526
Federal grant amount matched (4 th quarter)	\$16,116,707	\$14,976,756	\$16,143,909
Federal expenditures (4 th quarter)	\$9,202,316	\$8,244,573	\$10,867,216
Federal unliquidated obligations (4 th quarter)	\$0	\$562,815	\$0

* Indicates the award is currently in an open status. Therefore, data is either not currently available or not final.

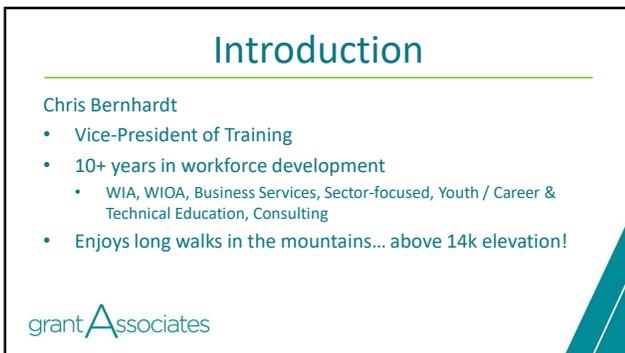
Q. 35.1 OSO FY20 Work Plan Deliverables

One Stop Operations PY-2020 Work Plan and Deliverables

Activity	Processes	Deadline(s)	Completed
Staff Development Training	<ul style="list-style-type: none"> • Deliver Staff Development training covering topics that support front-line workers and management with serving DC businesses and residents <ul style="list-style-type: none"> ○ WIOA 101 Series ○ Working with Targeted Populations ○ Vicarious Trauma ○ Working from Home ○ Career Pathways ○ WIOA Series for Management 	October 2020	Y
DC Networks	<ul style="list-style-type: none"> • Facilitate training for AJC partner and other workforce system partner staff, on working with customers who have difficulty using the platform or do not have access to technology. 	September 2020	Y
Virtual Service Provision	<ul style="list-style-type: none"> • Facilitate information sharing of virtual service provisions as a result of the pandemic. 	Starting April 2020	Y
AJC MOU - 2021	<ul style="list-style-type: none"> • Complete AJC MOU review and approval process 	August 2020	Y
Virtual Hiring Event	<ul style="list-style-type: none"> • Plan and execute four hiring events in high demand industries in the District including: <ul style="list-style-type: none"> ○ Healthcare ○ Construction 	September 2020	Y
AJC Performance Report	<ul style="list-style-type: none"> • Submit timely performance reports to WIC leadership for PY20 	September 2020	Y
AJC Certification	<ul style="list-style-type: none"> • Provide consultation on finalizing certification documents 	October 2020	Y
State Plan Implementation	<ul style="list-style-type: none"> • Assist with the implementation phase of the Unified State Plan including: <ul style="list-style-type: none"> ○ Assistance with formulation of WIOA Working Groups 	October 2020	Y
Community-based organization and other workforce system partners	<ul style="list-style-type: none"> • Finalize strategic list • Connect Library system to workforce system 	Mid-October 2020	Y
Data Vault	<ul style="list-style-type: none"> • Complete data mapping and data user provision spreadsheets for each AJC partner • Track partner participation in Data Vault training 	September 2020	Y
Labor Market Information	<ul style="list-style-type: none"> • Provide regular data on regional employment and job openings 	September 2020	



1



2



3

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In addition to DC OSO...

- WIOA
- TANF
- Youth (ISY, OSY, CTE)
- Special populations
- Business Services



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4

Agenda

- Telecommuting Best Practices
- Adult Learning Principles
- Remote Services
- Virtual Services
- Smart Services
- Overcoming the Digital Divide



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Telecommuting Best Practices

- Setting
- Technology
- Personal Preparation



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Telecommuting Best Practices

- Setting
 - Do your best!
 - Physical space
 - Organization
 - Agreement with cohabitants
 - Bandwidth
 - Quiet time / nap time



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Telecommuting Best Practices

- Technology
 - Murphy's Law
 - Optimize for service
 - Turn off background programs
 - Restart computers
 - Cell for audio
 - Hard-wire over Wi-Fi
 - Practice to know your limits (i.e. Do virtual backgrounds work for you?)
 - Suitable backgrounds



8

Telecommuting Best Practices

- Personal Preparation
 - Exercise
 - Begin and end with planning
 - Time management
 - End on time
 - Talk with someone

Chat Question – What have you been doing to personally stay motivated during Covid-19?



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Adult Learning Principles

Adults learn best when:

- WIIFM + MI
- Coherent
- Garrison's model
- 7 Steps



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Adult Learning Principles

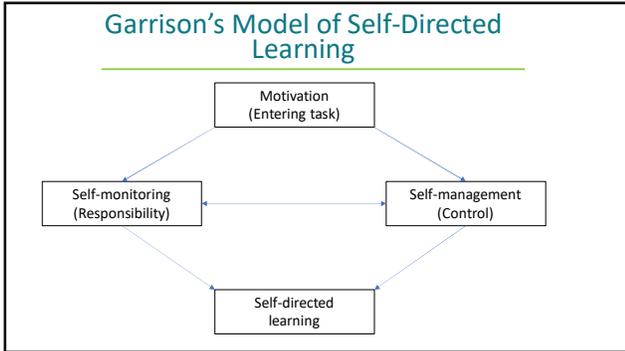
- What Is In It For Me (WIIFM)
 - Adults need to see value of training
- Motivational Interviewing (MI)
 - Open-ended questioning technique to understand motivators and help clients identify their own reasons for change
- Take-Away
 - Connect all resources to client's job & career goals

11

Learning Needs Coherency

- Learning is not usually linear
- Activities build clusters of context
- Learning happens when a client takes multiple past learning contexts and combines them into a coherent understanding
- Applying previous life experience is important
- Successfully attaining a job is built on what competencies?

12



13

- ### 7 Steps for Self-Directed Learning
1. Cooperative learning environment
 2. Student reflection on themselves and their environment
 3. Competency profile for themselves
 4. Diagnosing learning needs
 5. Form relevant learning goals
 6. Implementing and managing learning
 7. Reflection and evaluation of learning
- Hammond and Collins - 191

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Remote Services

- Phone calls
- Live Workshops
- Asynchronous content
 - PPTs, PDFs, Videos, Oh my!
 - Google Pages
 - LMS
- Training Providers

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Phone Calls

- Broadest access point
- Log incoming / outgoing calls
- Opportunity to build relationships
- Have full range of community resources ready
- Strong case notes



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Live Workshops

- Public calendar
- Send calendar invite and reminder
- Copilot for training (and muting)
- Be early
- Ask first-timers to come early
- Incorporate etiquette
- Engage audience – Chat, poll, etc.
- Knowledge checks



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Asynchronous Content

Modality	Ease to Create	Ease to Access	Advantages	Disadvantages
Power-Point Files	Easy! Already created	Difficult for customers w/o PowerPoint	Can be turned into other modalities	Simple, Web 1.0 (non-engaging), Difficult on mobile
PDF	Easy! Any MS Office document can be "save as" into a PDF	Most browsers open a PDF	Version control, easy to post online	Static, may be difficult on mobile
Online video	Easy to find, Time intensive to create	Most phones / computers can create videos	Very accessible	Copyright, unrelated content, quality?

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Virtual Training

Workforce Solutions offers free training to provide individuals looking for work and employers in need of staff with creative tools that help navigate today's job market. We invite you to engage in our captivating virtual content that makes learning accessible anywhere, anytime.

Trainings are broken out into categories by intended audience: **Job Seekers, Youth, Employers, and Vendors**. Also be sure to check out the related resources that provide links to information on **Accessibility for Distance Education, Financial Literacy, Digital Literacy, and much more.**

Job Seekers

Topics include how to look for a job, write or revise a resume, interview, network, use your job skills and experience in a new and different way, and even how to navigate working in a more virtual environment.

<https://www.workforce-solutions.com/for-individuals/online-learning>



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Online Training Tools

Professional

- Articulate
 - <https://articulate.com/>
- Captivate
 - <https://www.adobe.com/products/captivate.html>

Free

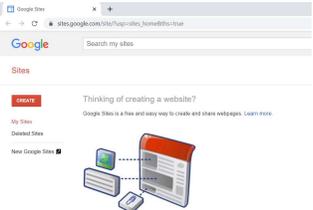
- Record Zoom / Teams / WebEx to video
- Captura
 - <https://mathewsachin.github.io/Captura/>
- Google



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Google Resources

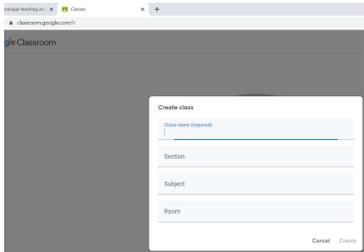
Google sites



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Google Resources

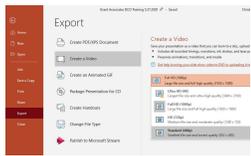
Google Classroom



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Suggested Video Protocols

- Turn PowerPoint into MP4 videos
- Save in standard def
- Record voice / video on each slide
- Question or activity every 5 slides
- Quality sound tips
- Large font, few words
- Branded
- Intro, body, closing
- End with contact info



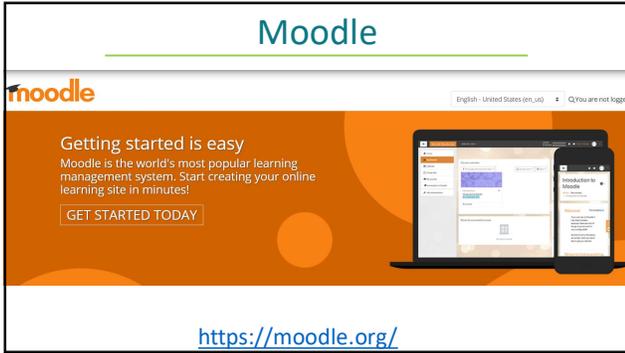
23

Video Conversion Demo

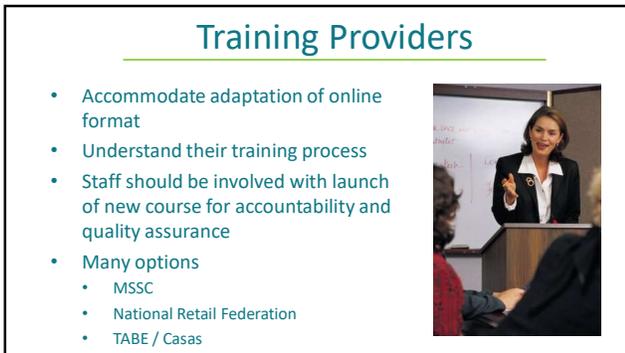
- Record Zoom / Teams / WebEx to video
- Or, convert your PowerPoints!

Demonstration on converting a PowerPoint to Video
(Switch to PPT)

24



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Virtual Services

- Consider the User Experience
 - <https://ccd.workforcegps.org/>
 - To what end?
- Process
 - Tools
 - Consistent strategies
 - Data tracking

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Virtual Services

- Follow-up
 - Hybrid online learning is best!
- Support incoming 25,000 UI customers
- Setup the in-person
 - We'll hopefully see them in person

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Smart Services

- Concept: smart outreach
- Mail merge
- Callingpost
- Polleverywhere / Survey
- E-newsletters
- Good data



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Overcoming the Digital Divide

- Overcoming the lack of know-how
- Overcoming the lack of computer
- Overcoming the lack of data



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Recap

- Telecommuting Best Practices
- Adult Learning Principles
- Remote Services
- Virtual Services
- Smart Services
- Overcoming the Digital Divide



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Thank You!

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VP Training
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WORKFORCE INVESTMENT COUNCIL

Career Pathways in the District

October 2020



Agenda

- ✓ Welcome
- ✓ Defining Career Pathways
- ✓ Benefit to Employers, Job Seekers, & Workers
- ✓ Supportive Data
- ✓ District's Demand Industries and Occupations
- ✓ Research that Framed Local Career Pathways
- ✓ Definitions to Understand
- ✓ District Career Pathway Maps Review

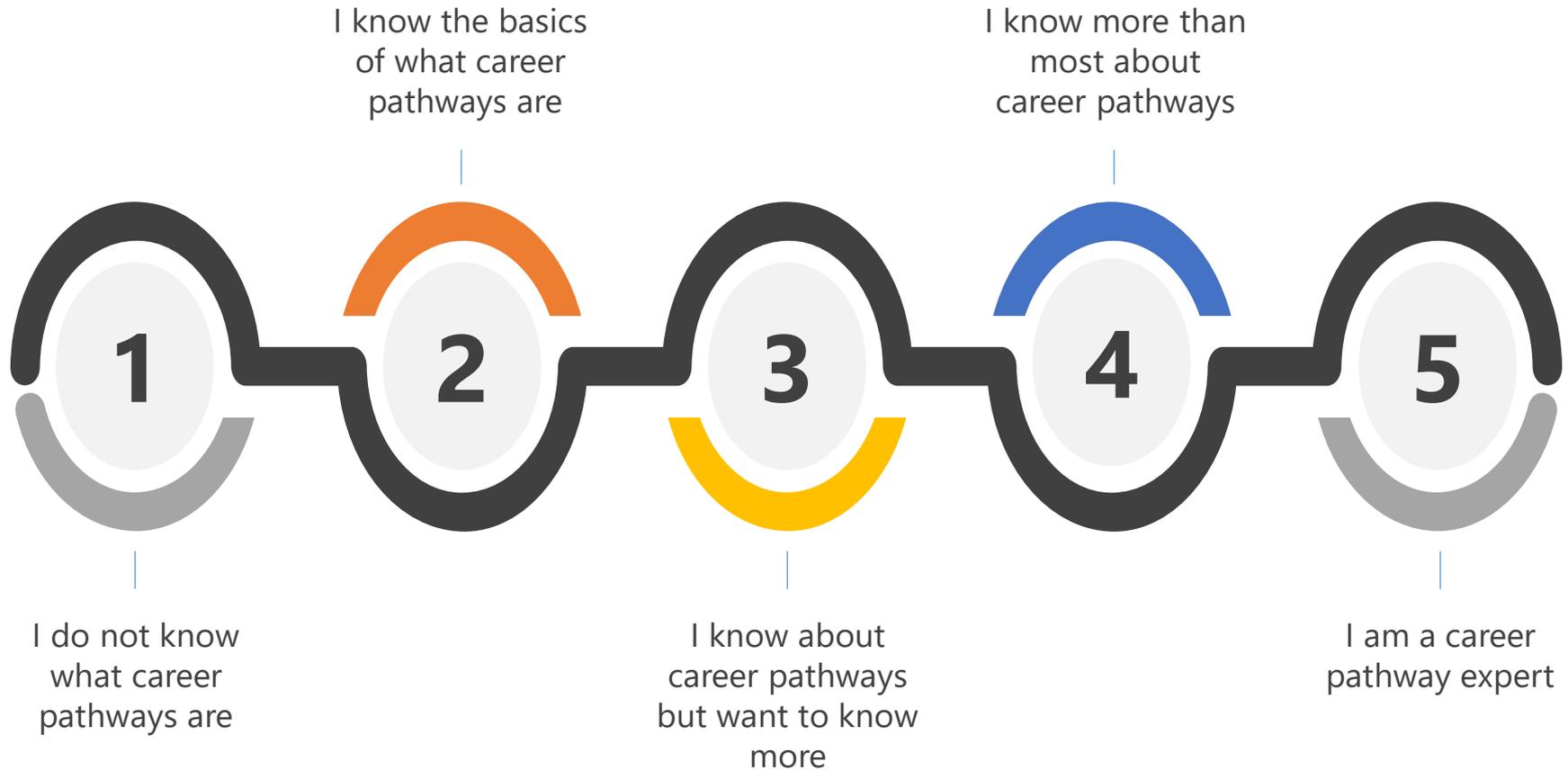


Agenda

- ✓ Braiding and Blending Career Pathways with Workforce System
- ✓ Serving Underrepresented Populations
- ✓ Role of Career Coaches/Advisors
- ✓ Partner Activities to Support Career Pathways
- ✓ Leveraging Resources Promising Practices



Rate Your Knowledge of Career Pathways



Defining Career Pathways

- The term “career pathway” means a combination of rigorous and high-quality education, training, and other services.
- Career Pathways align with the skill needs of industries in the District’s economy.
- Career Pathways organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable.



Defining Career Pathways

- Career Pathways helps an individual enter or advance within a specific occupation or occupational cluster.
- Career Pathways enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential.



Defining Career Pathways

- Career Pathways includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
- Career Pathways includes counseling to support an individual in achieving the individual's education and career goals.



Benefit to Employers

- Improves retention rates and reduces training costs
- Links education to industry needs to enhance relevancy
- Training is industry and company specific
- Attracts , retains, and develops employees
-



Benefit to Job Seekers & Workers

- Provides an opportunity to make work a career
- Offer a variety of occupational options for customer choice
- Validates training with credentials/certifications
- Increases opportunity to reach a living wage position
- Choose a career that meets them where they are and moves them higher



CHECKING

- Do you feel like you know what we mean now when we say career pathways?
- Have you used career pathways to work with your customers?



WIC Approved In-Demand Industries

Construction

**Information
Technology**

Health Care

**Security and
Law**

Hospitality

Transportation



Construction

Regional Median Earnings in Construction Occupations **is higher** than the National Median Earnings in Construction with Regional Earnings at **\$25.65/hour, or \$53.3K/year** compared to a National Median Earnings of \$21.05/hour, or \$43.8K/year.

Demand Construction Occupations

- **Construction Laborer**
- **First-Line Supervisor of Workers**
- **Construction Project Manager**
- **Foreman/Superintendent**



Business and Information Technology

Regional Median Earnings in IT is **higher** than the National Median Earnings in IT with Regional Earnings at **\$52.75/hour, or \$109.7K/year** compared to a National Median Earnings of \$42.99/hour, or \$89.4k/year.



Demand Information Technology Occupations

- **Data Entry Keyer**
- **Computer Operator**
- **Computer User Support**
- **Software Developer**
- **Web Developer**
- **Computer Systems Analyst**
- **Computer Network Architect**



Hospitality #1

Regional Median Earnings in Hospitality is **higher** than the National Median Earnings in Hospitality with Regional Earnings at **\$15.11/hour, or \$31.4K/year** compared to a National Median Earnings of \$12.97/hour, or \$27.0K/year.

Demand Hospitality Occupations - Guest Services

- **Guest Services Desk Clerk**
- **Stock Clerk**
- **Customer Service**
- **Salesperson**
- **Tour Guide**



Hospitality #2

Regional Median Earnings in Hospitality is **higher** than the National Median Earnings in Hospitality with Regional Earnings at **\$15.11/hour, or \$31.4K/year** compared to a National Median Earnings of \$12.97/hour, or \$27.0K/year.

Demand Hospitality Occupations – Food & Beverage Culinary

- **Fast Food Cook**
- **Food Prep & Serving Worker**
- **First-Line Supervisor Food Prep Workers**
- **Restaurant Cook**
- **Food Service Manager**



Hospitality #3

Regional Median Earnings in Hospitality is **higher** than the National Median Earnings in Hospitality with Regional Earnings at **\$15.11/hour, or \$31.4K/year** compared to a National Median Earnings of \$12.97/hour, or \$27.0K/year.



Demand Hospitality Occupations – Food & Beverage Front of House

- Dishwasher
- **Host & Hostess**
- **Waiter & Waitress**
- **Cashier**
- **Dining Room Attendant**
- **Bartender**
- **Supervisor of Serving Workers**



Health Care #1

Regional Median Earnings in Healthcare Occupations **is higher** than the National Median Earnings in Healthcare with Regional Earnings at **\$22.71/hour, or \$47.2K/year** compared to a National Median Earnings of \$18.85/hour, or \$39.2K/year.



Demand Health Care Occupations - Nursing

- **Personal Care Aide**
- **Health Care Aide**
- **Nursing Assistant**
- **Medical Assistant**
- **Licensed Practical Nurse**
- **Registered Nurse**
- **Nurse Practitioner**



Health Care #2

Regional Median Earnings in Healthcare Occupations **is higher** than the National Median Earnings in Healthcare with Regional Earnings at **\$22.71/hour, or \$47.2K/year** compared to a National Median Earnings of **\$18.85/hour, or \$39.2K/year**.

Demand Health Care Occupations - Dental

- **Dental Assistant**
- **Dental Hygienist**



Health Care #3

Regional Median Earnings in Healthcare Occupations **is higher** than the National Median Earnings in Healthcare with Regional Earnings at **\$22.71/hour, or \$47.2K/year** compared to a National Median Earnings of \$18.85/hour, or \$39.2K/year.

Demand Health Care Occupations - Informatics

- **Medical Secretary**
- **Records Health IT**
- **Medical & Health Manager**



Health Care #4

Regional Median Earnings in Healthcare Occupations is **higher** than the National Median Earnings in Healthcare with Regional Earnings at **\$22.71/hour, or \$47.2K/year** compared to a National Median Earnings of \$18.85/hour, or \$39.2K/year.

Demand Health Care Occupations – Social/Education

- **Child Care Worker**
- **Personal Care Aide**
- **Health Care Aide**
- **Teaching Assistant**



Security and Law

Regional Median Earnings in Security, Law Enforcement and Corrections Occupations **is higher** than the National Median Earnings in Hospitality with Regional Earnings at **\$39.81/hour, or \$82.8K/year** compared to a National Median Earnings of \$30.13/hour, or \$62.7K/year.

Demand Security and Law Occupations

- **Security Guard**
- **Security Manager**



Transportation

Regional Median Earnings in Construction Occupations is **27% higher** than the National Median Earnings in Construction with Regional Earnings at **\$29.51/hour, or \$61.4KK/year** compared to a National Median Earnings of \$23.23/hour, or \$48.3K/year.

Demand Transportation Occupations

- **Heavy & Tractor Trailer Driver**
- **Industrial Truck & Tractor Trailer Operator**
- **Auto Services Technician/Mechanic**
- **Maintenance & Repair Worker**
- **Bus/Truck Mechanic & Diesel**
- **Industry Machinery Mechanic**



Research to Frame Career Pathways

- The high skill requirements for many jobs in the District create a struggle for residents with lower education and skill levels.
- District residents without a college degree have lower labor force participation of nearly 25%.
- District residents without a college education have an unemployment rate that is five times higher than residents with a bachelor's or advanced degree.



Research to Frame Career Pathways

- Individuals with lower education levels require a coordinated approach that meets them where they are, provides an on-ramp to a career pathway, and supports them through challenges as they prepare for an occupation and seek employment.
- Current Career Pathway Research:
 - WIC Approved In-demand Industries/Occupations
 - Maher & Maher Career Pathway Maps
 - Bain Workforce Recovery Labor Market Analysis
 - PowerNotes Map Validation and Competency Charts



Bain Workforce Recovery Labor Market Analysis

Project Focus:

Jobs: What do we know about the current and future state of the local labor market, particularly in our high-demand industries?

Impacted Workers: What do we know about the people most directly impacted (those who have filed for unemployment insurance compensation in recent months) by the economic shutdown?

Workforce Training: What is the current capacity of the training sector to support reskilling and upskilling individuals, particularly in our high-demand occupations?



CHECKING

- Is it clear what is meant by demand occupations?
- Does the process for creating pathway you?



Career Pathway Maps

Updated October 2020



Definition of Zones

Articulates where an occupation is at on a skill level continuum of entry, middle, or high based on three factors:

1. Educational/Certification Preferred
2. On-the-Job Work Experience
3. Job Training Required



Definition of Zones

- Zone 1
 - *May require high school diploma or GED, little to no experience, training is a few days to few months on the job*
- Zone 2
 - *Usually requires high school diploma or GED, some related experience, a few months to a year of training with apprenticeship or on the job*

Zone 3

- *Often requires certification from vocational school, on the job, or associate's degree, previous, work experience, one or two years of training*

Zone 4

- *Usually requires a four-year bachelor's degree, considerable amount of work experience, several years of work-related experience or on job*

Zone 5

- *Often requires graduate school, extensive work experience, assumes already have the required skills*



Definition Attainability & Pathway-Ability

Attainability demonstrates how achievable the occupational level is.

Pathway-ability shows the occupations compatibility with the flow of the career path.



Understanding Career Pathway Maps

The Workforce Investment Council developed career pathways to improve residents' access to information about available jobs, required education and training, other employment requirements, and services available to support career advancement.

- Each targeted industry career pathway map shows potential progression from entry to middle to high skill levels.
- The occupational zones listed represent the flow to move through the career paths as skills increase.



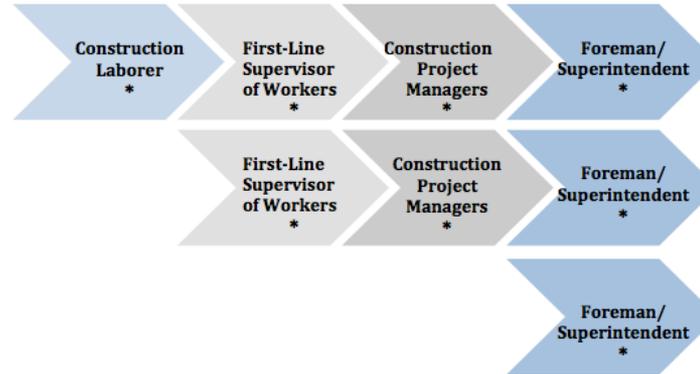
Understanding Career Pathway Maps

The Building Blocks

- Educational/Certification
- On-the-Job Requirements
- Job Training
- Wage Range
- Current Openings
- Employment Requirements
- Attainability
- Pathwayability
- Zones



Q. 35.3 Staff Development Training - Career Pathways Training

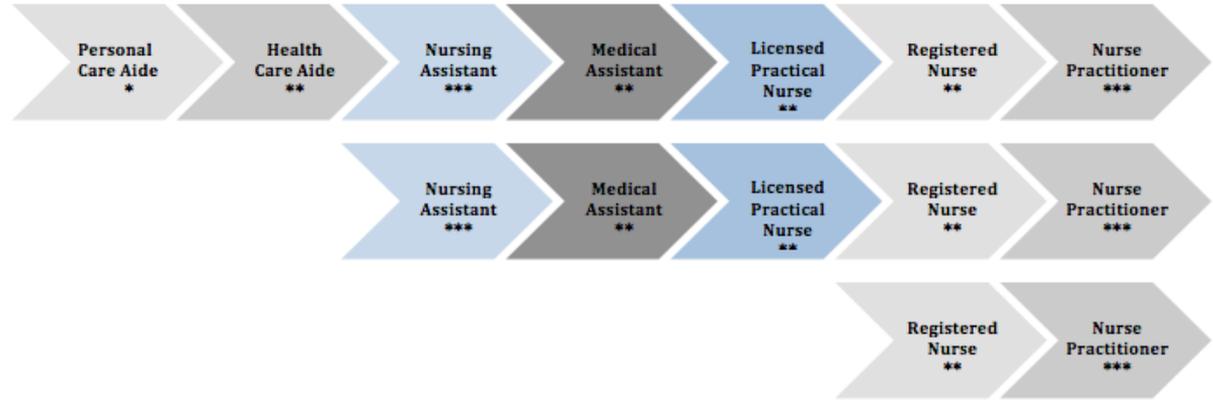


CONSTRUCTION

Educational/Certification	May require high school diploma or ged	Often requires certification from vocational school, ojt, or associate's degree	Usually requires a four-year degree	Usually requires a four-year degree
On-the-Job Requirements	Little to No Experience	Some Related Experience	Considerable amount of work experience	Considerable amount of work experience
Job Training	A few days to a few months, usually learned on the job	One to two years of training	Several years of work-related experience	Several years of work-related experience
Wage Range	\$9.94 - \$33.74	825	3,870	4,695
Current Openings Sept 2020	1,273	\$21.49 - \$53.55	\$16.01 - \$79.75	\$21.49 - \$79.75
Employment Requirements	Background check, drug test	Background check, drug test	Background check, drug test	Background check, drug test
Attainability	Entry level	Middle level	Advanced level	Advanced level
Pathway-ability	➔			
Zone Information	Zone 1	Zone 3	Zone 4	Zone 4



Q. 35.3 Staff Development Training - Career Pathways Training

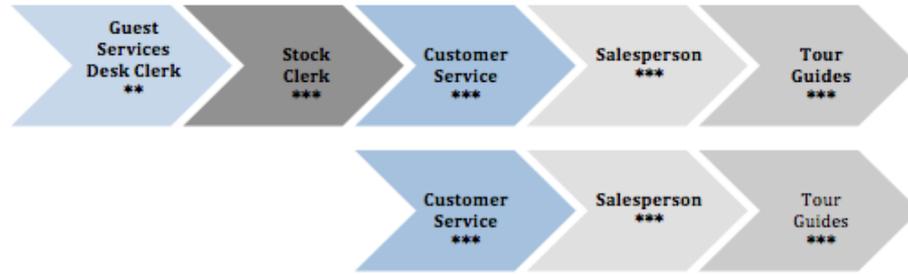


HEALTH CARE NURSING

Educational/Certification	May require high school diploma or ged	May require high school diploma or ged	Usually requires high school diploma or ged	Often requires certification from vocational school, ojt, or associate's degree	Often requires certification from vocational school, ojt, or associate's degree	Usually requires a four-year bachelor's degree	Often requires graduate school
On-the-Job Requirements	Little to No Experience	Little to No Experience	Little to No Experience	Some Related Experience	Some Related Experience	Considerable amount of work-related skill	Extensive Skill, Knowledge, Experience
Job Training	A few days to a few months, usually learned on the job	A few days to a few months, usually learned on the job	A few months to a year of training, with apprenticeship or on-the-job	One or two years of training	One or two years of training	Several years work related experienced or on-the-job training	Assume already have the required skills
Wage Range	\$11.56 - \$20.46	\$11.56 - \$20.46	\$11.56 - \$20.46	\$14.05 - \$27.21	\$19.28 - \$32.10	\$26.87 - \$53.45	\$40.20 - \$70.87
Current Openings Sept 2020	2,804	3,136	5,301	2,399	5,811	21,162	1,780
Employment Requirements	Background check, drug test	Background check, drug test	Background check, drug test	Background check, drug test	Background check, drug test	Background check, drug test	Background check, drug test
Attainability	Entry level	Entry level	Middle level	Middle level	Middle level	Advanced level	Advanced level
Pathway-ability	➔						
Zone Information	Zone 1		Zone 2	Zone 3		Zone 4	Zone 5



HOSPITALITY FOOD & BEVERAGE GUEST SERVICES

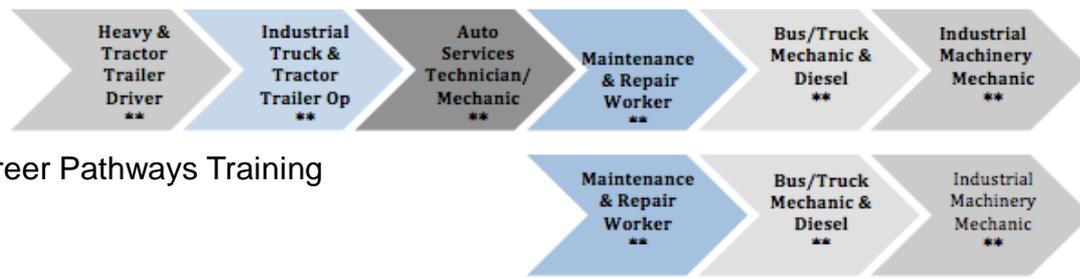


Educational/Certification	Usually requires high school diploma or ged	Often requires certification from vocational school, ojt, or associate's degree			
On-the-Job Requirements	Little to No Experience	Some Related Experience			
Job Training	A few months to a year of training, with apprenticeship or on-the-job	A few months to a year of training, with apprenticeship or on-the-job	A few months to a year of training, with apprenticeship or on-the-job	A few months to a year of training, with apprenticeship or on-the-job	One or two years of training
Wage Range	\$10.08 - \$21.25	\$10.54 - \$22.27	\$11.90 - \$31.40	\$10.16 - \$21.53	\$9.17 - \$25.94
Current Openings Sept 2020	917	1,441	6,119	3,114	119
Employment Requirements	Background check, drug test				
Attainability	Entry level	Entry level	Entry level	Entry level	Middle level
Pathway-ability	➔				
Zone Information	2	2	2	2	3



TRANSPORTATION

Q. 35.3 Staff Development Training - Career Pathways Training



Educational/Certification	May require high school diploma or <u>ged</u>	May require high school diploma or <u>ged</u>	May require high school diploma or <u>ged</u>	Usually requires high school diploma or <u>ged</u>	Usually requires high school diploma or <u>ged</u>	Usually requires high school diploma or <u>ged</u>
On-the-Job Requirements	Little to No Experience	Little to No Experience	Little to No Experience			
Job Training	A few days to a few months, usually learned on the job	A few days to a few months, usually learned on the job	A few days to a few months, usually learned on the job	A few months to a year of training, with apprenticeship or on-the-job	A few months to a year of training, with apprenticeship or on-the-job	A few months to a year of training, with apprenticeship or on-the-job
Wage Range	\$13.59 - \$33.07	\$14.42 - \$31.69	\$12.63 - \$39.72	\$14.32 - \$35.40	\$16.74 - \$37.99	\$17.43 - \$39.58
Current Openings Sept 2020	25,408	1,068	1,983	2,209	2,002	850
Employment Requirements	Background check, drug test	Background check, drug test	Background check, drug test			
Attainability	Entry level	Entry level	Entry level	Middle level	Middle level	Middle level
Pathway-ability	➔					
Zone Information	Zone 1			Zone 2		



CHECKING

- Can you easily follow the PATHWAY from entry level to middle skill occupations?
- Have you had success in helping jobseekers find jobs in these industries and occupations?



Career Pathway Braiding and Blending with Workforce Development



Braiding and Blending

- Braiding is using funds from multiple sources toward a common purpose while continuing to track and report separately to each respective funding source.
- Blending comingles multiple funding streams and does not differentiate or track individual sources.



Braiding and Blending Challenges

- Each funding source typically has its own specific goals, target populations, and performance indicators.
- Requires organizations to track requirements of multiple funding sources.



Braiding and Blending Upside

- With reduced funding, organizations must do more with less.
- Braiding and blending leverages resources that allows agencies to provide a full menu of opportunities to job seekers, youth, workers, and employers.
- Underrepresented populations often need wrap-around services to achieve success.
- No one agency can be everything to everybody.



CHECKING

- Did this help explain the difference between braiding and blending services.
- Can you think of an example where you have braided funding and services for your customer to maximize employment or training opportunities?



Service Braiding Promising Practices

Concurrent:

- Vocational Rehabilitation pays for supportive services and WIOA pays for tuition simultaneously.

Consecutive:

- Goodwill Industries provides essential skills training and then individual goes onto work experience with WIOA or TANF.



Serving Underrepresented Populations



Underrepresented Populations

- Displaced Homemakers
- Dislocated Workers
- English Language Learners
- Ex-offenders
- Homeless Individuals
- Indians, Alaska Natives, and Native Hawaiians
- Individuals with Disabilities
- Individuals within 2 Years of Exhausting TANF
- Long-term Unemployed
- Low-Income Individuals
- Migrant and Seasonal Farmworkers
- Older Individuals
- Youth in or Aged out of Foster Care
- Other Targeted Populations Identified in Funding Streams



Universal Barriers to Access

- Physical accommodations and technology knowledge
- Bureaucratic language
- Inability to navigate workforce system and community partner agencies
- Distrust of sharing information
- Lack of support systems
- Transportation
- Access to designated service sites



Career Advising/Coaching

- **Where am I now?**
 - Inventorying and assessing current skills
 - Understanding skills that can be t



Career Advising/Coaching

- Workforce programs have made a shift from **case management** to **career advising or career coaching**.
- Our job seekers are not a CASE.
- USDOL defines **a Career Advisor's role as *providing advice and guidance services in a range of settings to people who want support in making choices that will affect their working lives.***
Their clients include adults, young people, the unemployed, career-changers and students in colleges and further education.



Career Advising/Coaching

- Where am I now?
 - Inventorying and assessing current skills
 - Job Skills
 - Specific work/task related
 - Referred to as “skill sets” needed
 - Can be taught
 - Quantifiable
 - Personal Assets
 - Transferable skills
 - Soft skills
 - Employability skills
 - Subjective
 - Transferable Skills
 - Previous work or life skills that can translate into job skills



Career Advising/Coaching

- Where am I now?
 - Job Skills
 - Use Career Pathway Competency Charts to identify current skills
 - Personal Assets
 - Personal assets are important when looking for employment and typically translate into transferable skills easier than many job skills do.
 - Talk with individual regarding some common essential skills provided here.



Q. 35.3 Staff Development Training - Career Pathways Training

Complete Documentation Requirements

- Review work orders and discuss work with supervisors
- Complete documentation requirements

Perform Preventative Maintenance

- Test and adjust repaired systems to meet manufacturers' performance specifications

Routine Maintenance

- Perform routine and scheduled maintenance services, such as oil changes, lubrications, and tune-ups
- Follow checklists to ensure all important parts are examined, including belts, hoses, steering systems, spark plugs, brake and fuel systems, wheel bearings, and other potentially troublesome areas

Maintain Brake Systems

- Repair, reline, replace, and adjust brakes

Service Cooling System

- Service cooling systems

Service Fuel Systems

- Service fuel systems

Perform Ignition Systems Service

- Overhaul or replace carburetors, blowers, generators, distributors, starters, and pumps
- Rewire ignition systems, lights, and instrument panels

Maintain Electrical/Electronic Systems

- Repair or replace parts such as pistons, rods, gears, valves, and bearings
- Replace and adjust headlights

Maintain Suspension/Steering Systems

- Align vehicles' front ends
- Tear down, repair, and rebuild faulty assemblies, such as power systems, steering systems, and linkages

Maintain Drive Lines Systems

- Test drive vehicles and test components and systems, using equipment such as infrared engine analyzers, compression gauges, and computerized diagnostic devices.
- Repair manual and automatic transmissions

Maintain HVAC Systems

- Repair radiator leaks
- Repair and service air conditioning, heating, engine cooling, and electrical systems

Perform Trim Repair

- Repair trim

Automotive Master Mechanic



Inventorying Personal Assets

- Accepts Constructive Criticism
- Adapts to Change
- Apply Reasoning
- Acquiring and Using Information
- Basic Financial Literacy Concepts
- Creative Thinking
- Decision Making
- Dependable
- Demonstrates High Self-Esteem
- Demonstrates Integrity
- Demonstrates Willingness to Learn
- Exercises Leadership
- Following Written or Verbal Instructions
- Goal-Setting
- Interacts Well with Others
- Listening Skills
- Personal Accountability
- Manages Conflict
- Manages Emotions at Work
- Manages Resources



Inventorying Personal Assets

- Manages Time Effectively
- Motivated to Work Hard
- Negotiation Skills
- Non-Verbal Communication Skills
- Positive Attitude
- Positive Self-Image
- Problem-Solving
- Social Media Etiquette
- Takes Initiative
- Team Work
- Telephone Skills
- Understand the Value of Work and Takes Pride in Their Work
- Uses Good Verbal Communication
- Working Effectively with Others
- Other...



Career Advising/Coaching

- Where do I want to be in the future?
 - Identifying participant interests
 - Career path options for in-demand occupations



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Programs and Activities

- Job Readiness/Soft Skills Seminars
- Assessment
- Career Exploration
- Job Shadowing
- On-the- Job Training
- Individual Training Accounts
- Work Experience
- Apprenticeships
- Pre-Apprenticeships
- Industry Recognized Credentials



CHECKING

- What kind of challenges have you had in working with underrepresented populations? How have you addressed those challenges?





Career Pathways in the District

Thanks for participating!



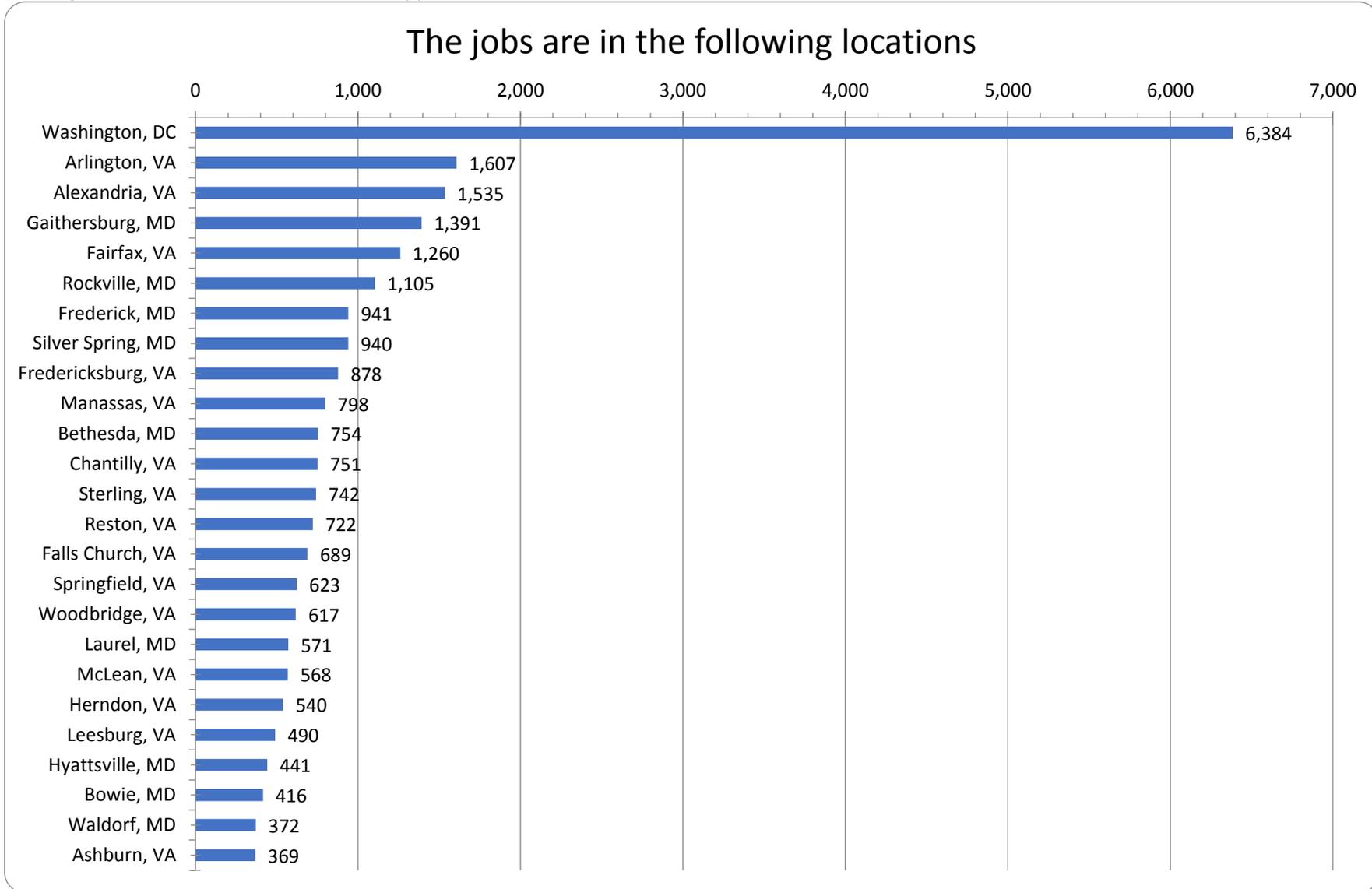
Q. 35.4 Employment Market Regional Analysis (8-3-20)

REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 03, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 33,899



Q. 35.4 Employment Market Regional Analysis (8-3-20)

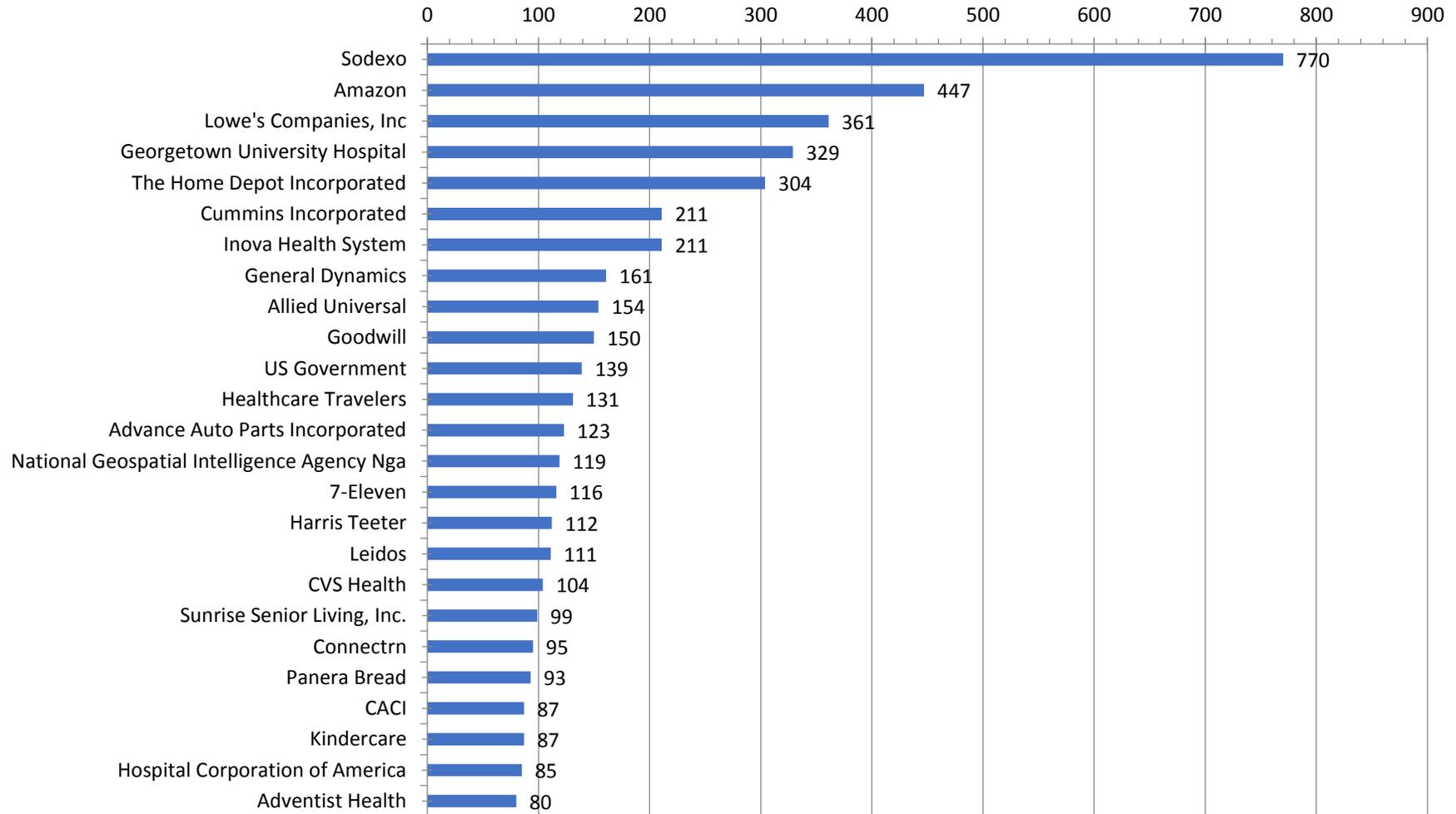
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 03, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 33,899

The following employers are hiring for the jobs



Q. 35.4 Employment Market Regional Analysis (8-3-20)

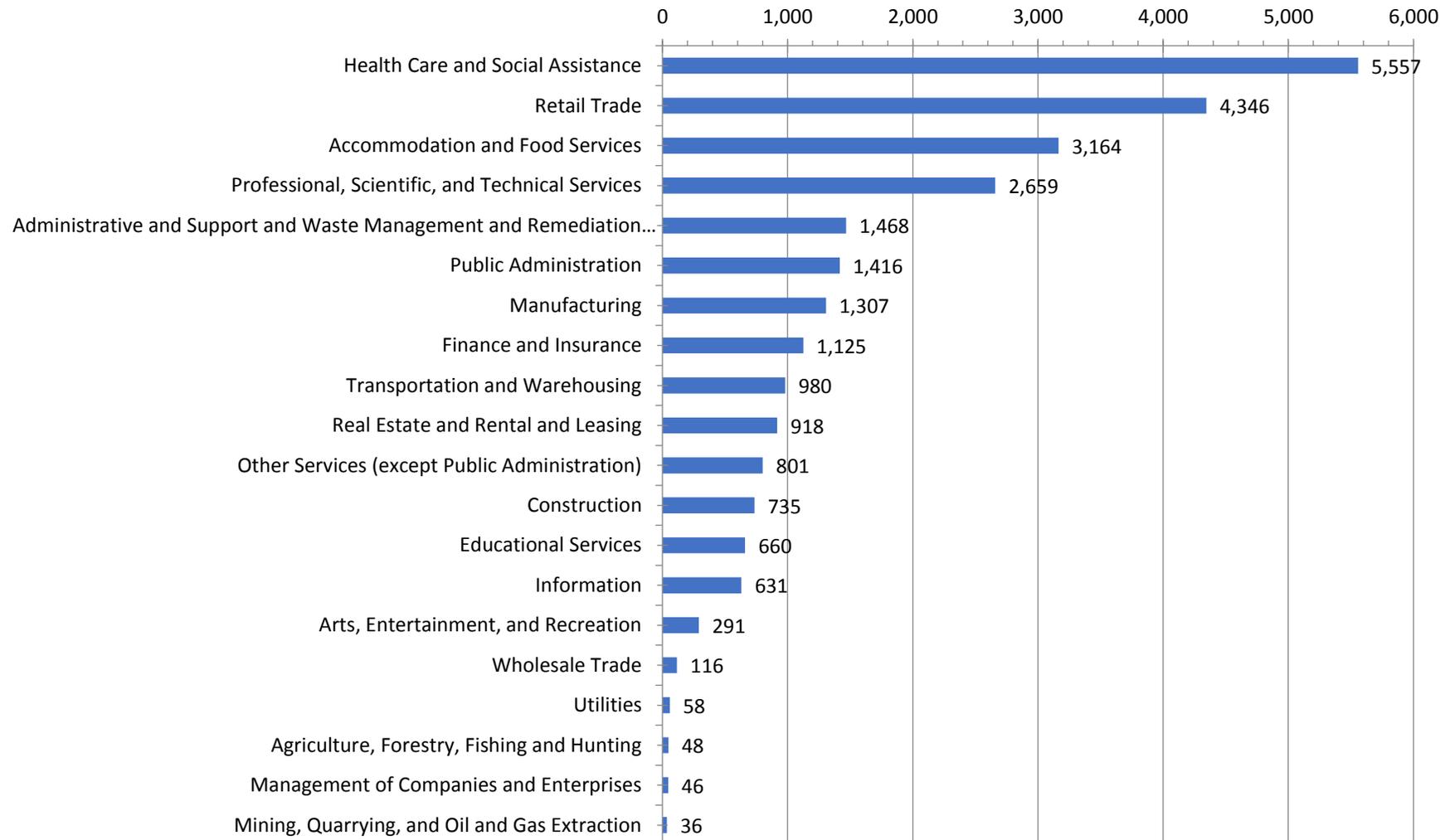
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 03, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 33,899

The jobs are categorized into the following industries



Q. 35.4 Employment Market Regional Analysis (8-3-20)

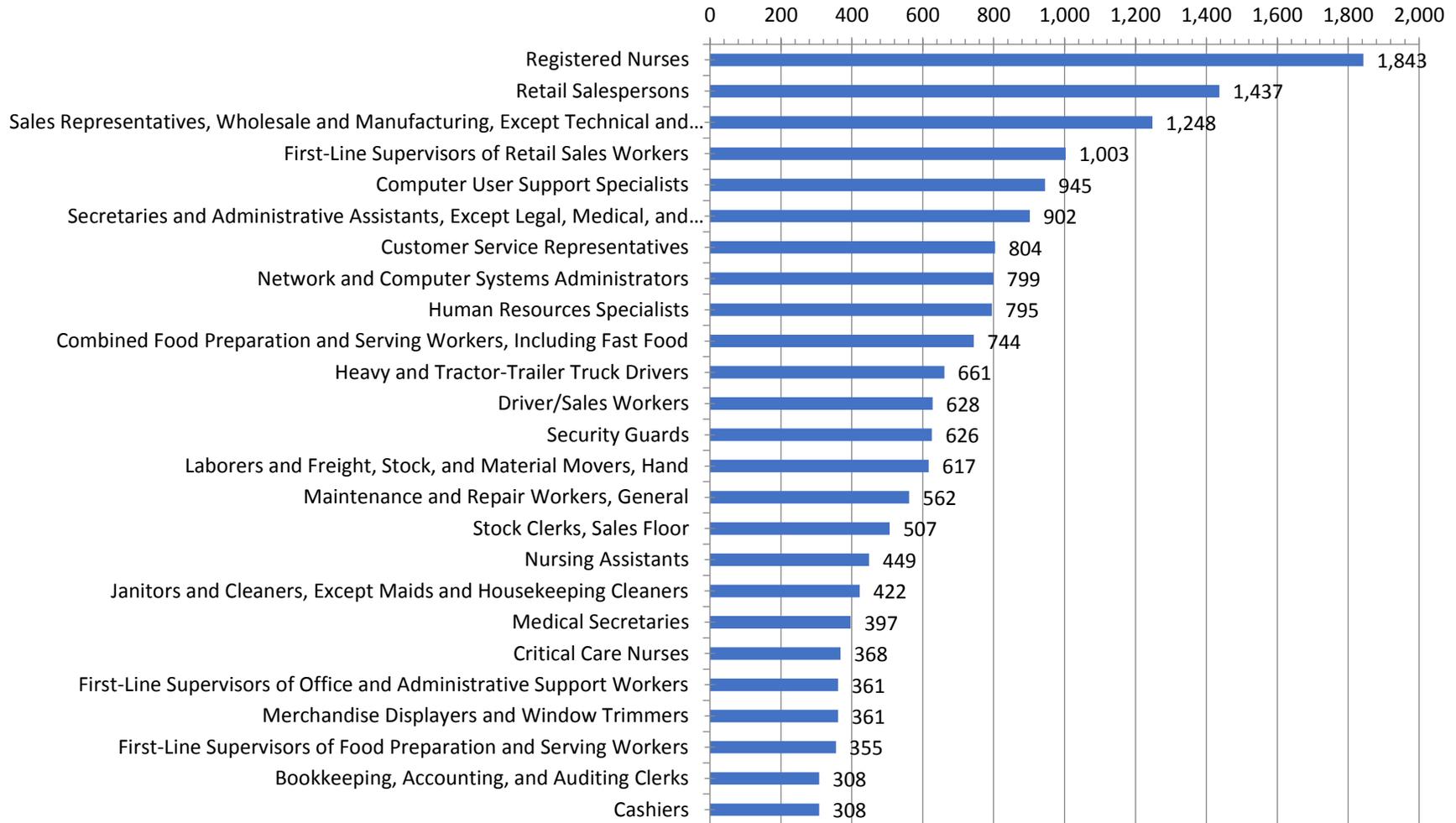
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STATUS:: August 03, 2020

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Postings available with the current filters applied: 33,899

The jobs are categorized into the following occupations



Q. 35.4 Employment Market Regional Analysis (8-3-20)

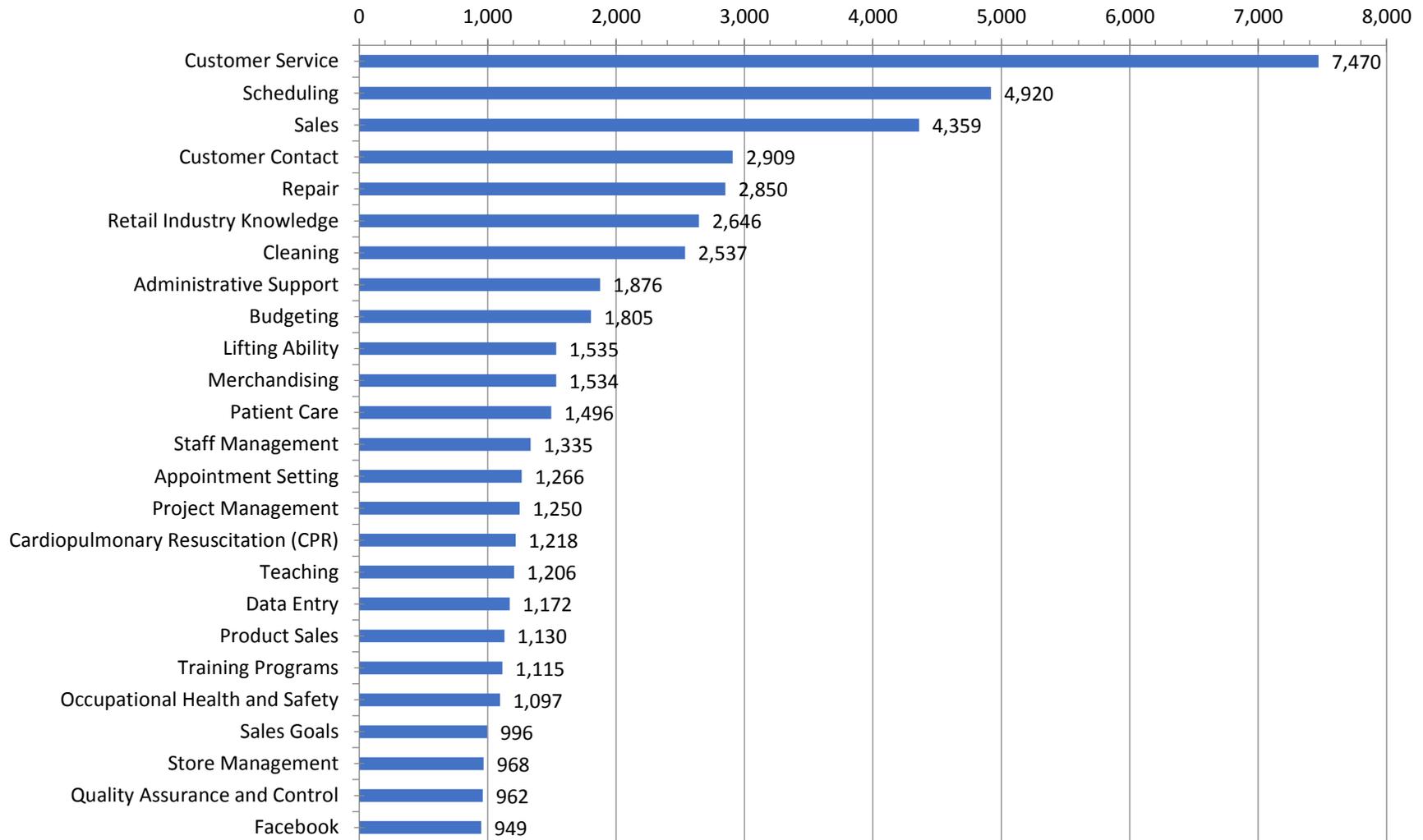
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 03, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 33,899

The following specialized skills are most requested



Q. 35.4 Employment Market Regional Analysis (8-3-20)

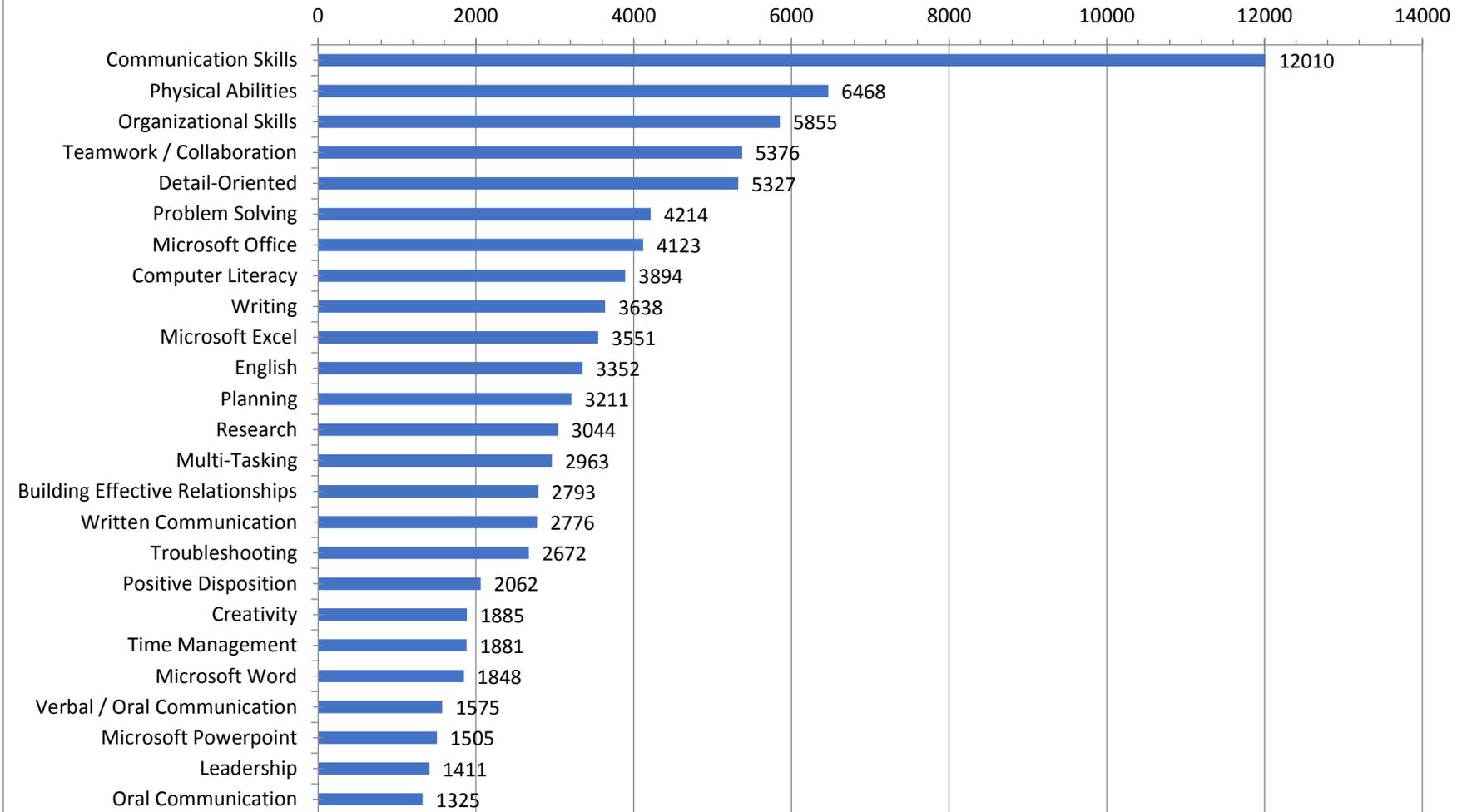
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 03, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 33,899

The following BASELINE skills are most requested



Q. 35.4 Employment Market Regional Analysis (8-3-20)

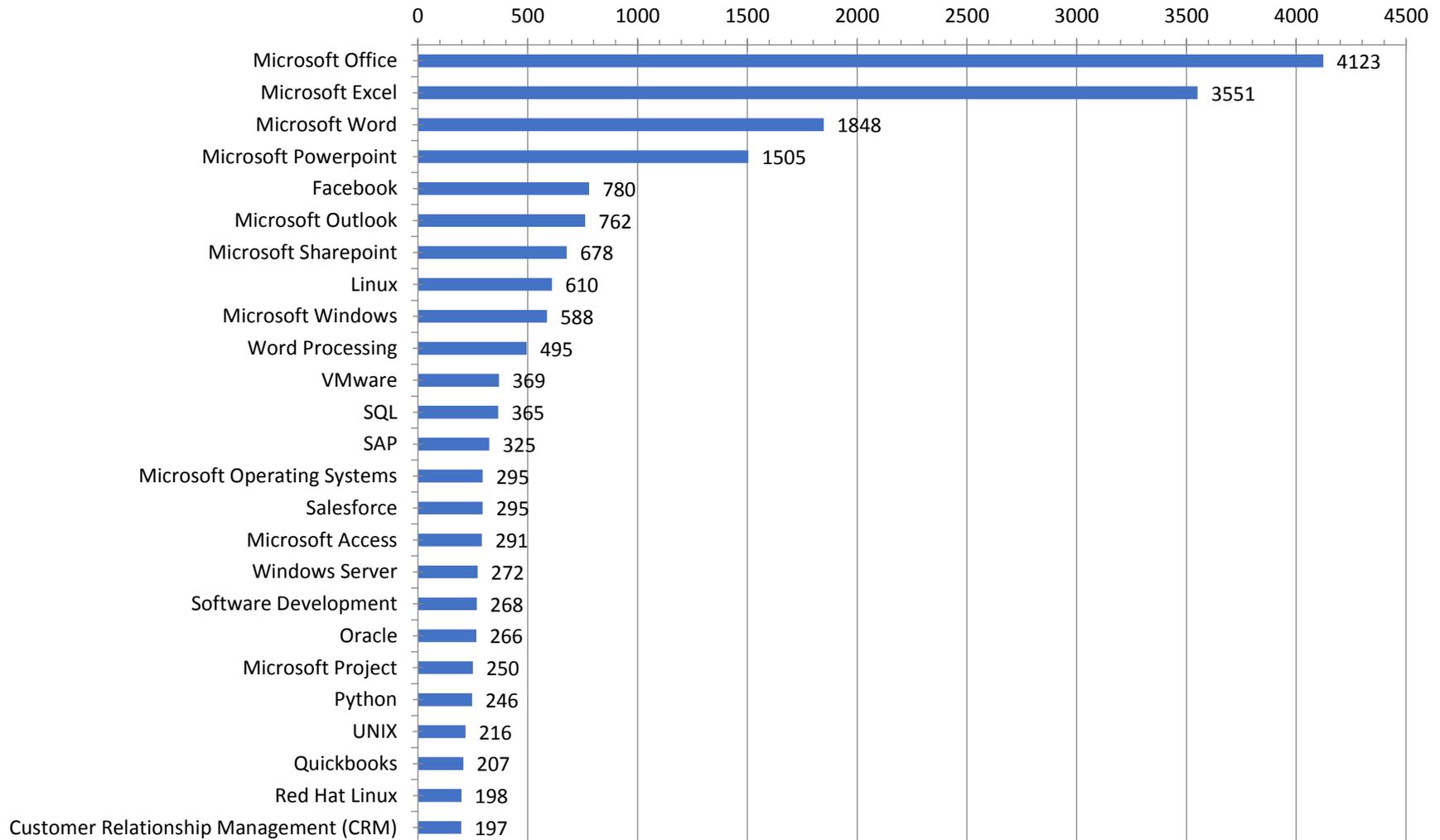
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 03, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 33,899

The following SOFTWARE skills are most requested



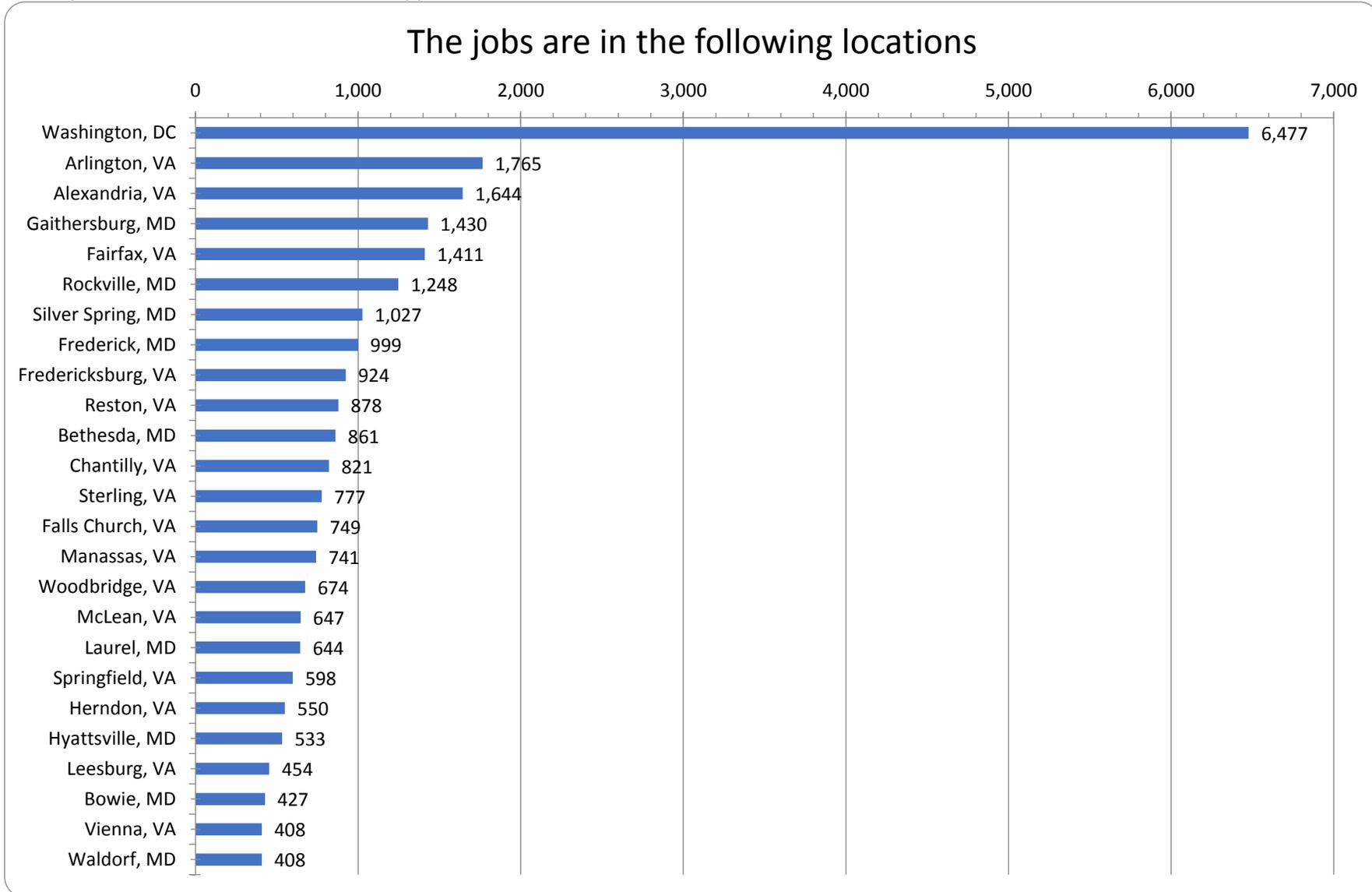
Q. 35.5 Employment Market Regional Analysis (08-24-20)

REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 24, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 35,376



Q. 35.5 Employment Market Regional Analysis (08-24-20)

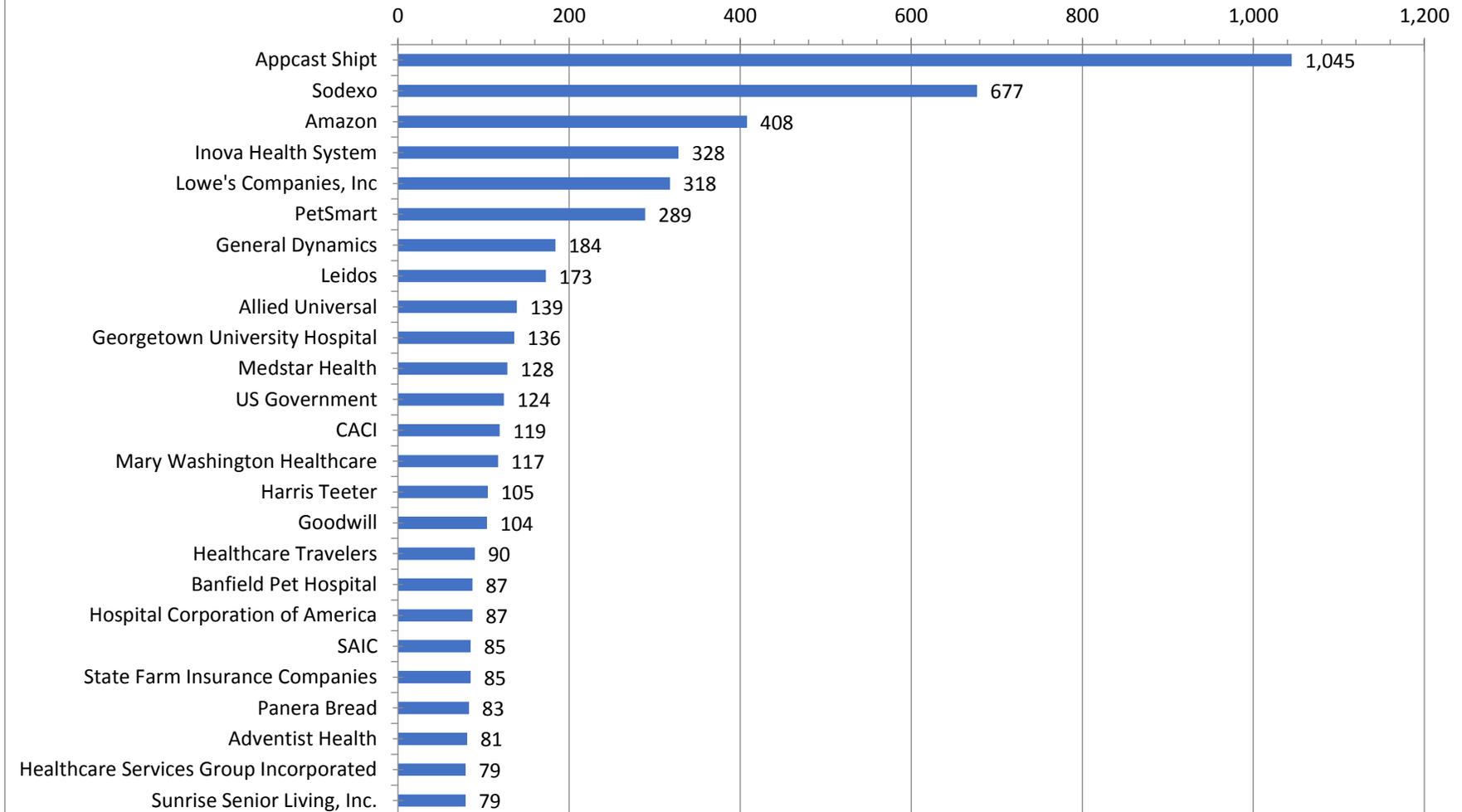
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 24, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 35,376

The following employers are hiring for the jobs



Q. 35.5 Employment Market Regional Analysis (08-24-20)

REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

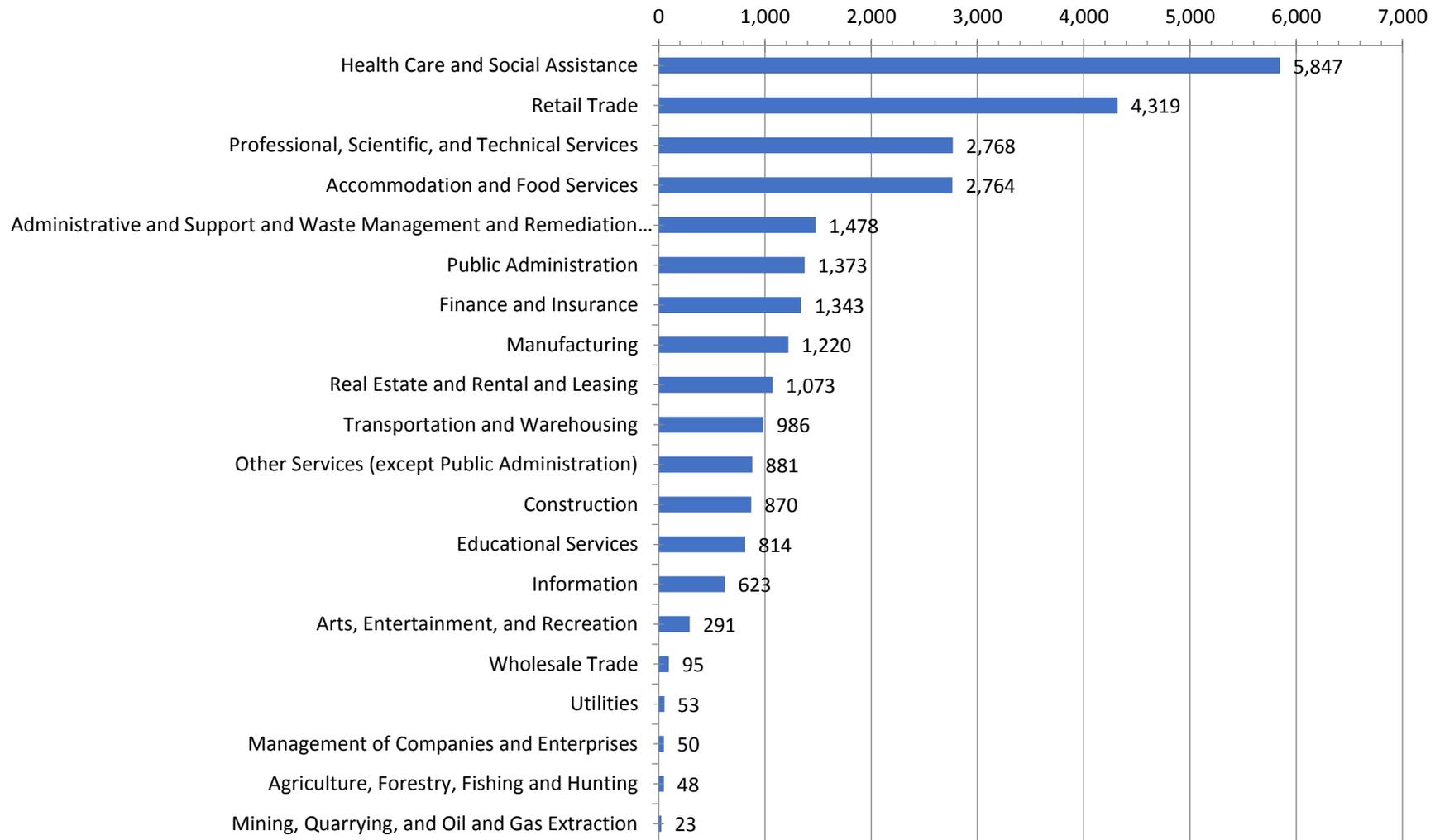
STATUS:: August 24, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied:

35,376

The jobs are categorized into the following industries



Q. 35.5 Employment Market Regional Analysis (08-24-20)

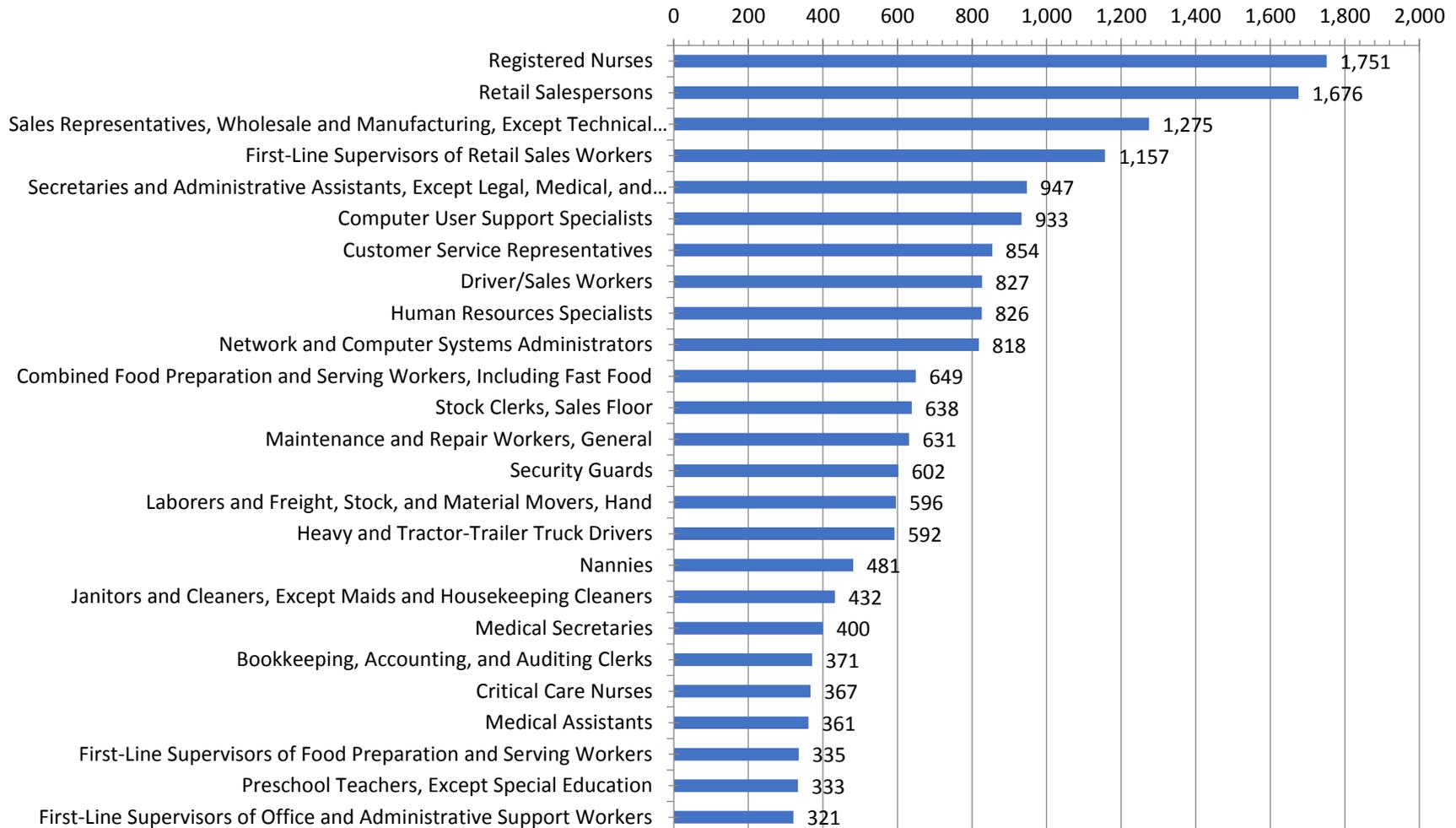
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 24, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 35,376

The jobs are categorized into the following occupations



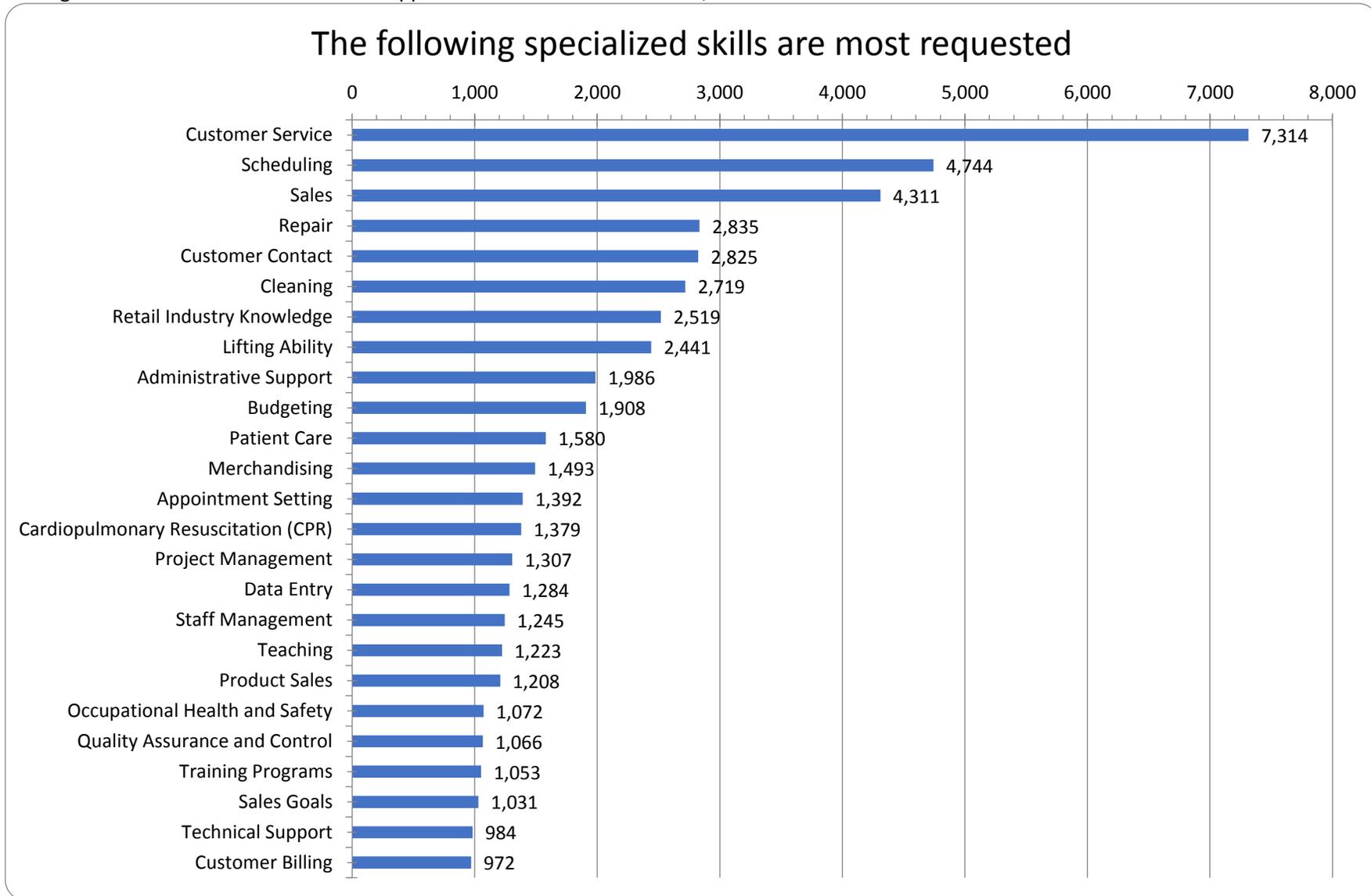
Q. 35.5 Employment Market Regional Analysis (08-24-20)

REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 24, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 35,376



Q. 35.5 Employment Market Regional Analysis (08-24-20)

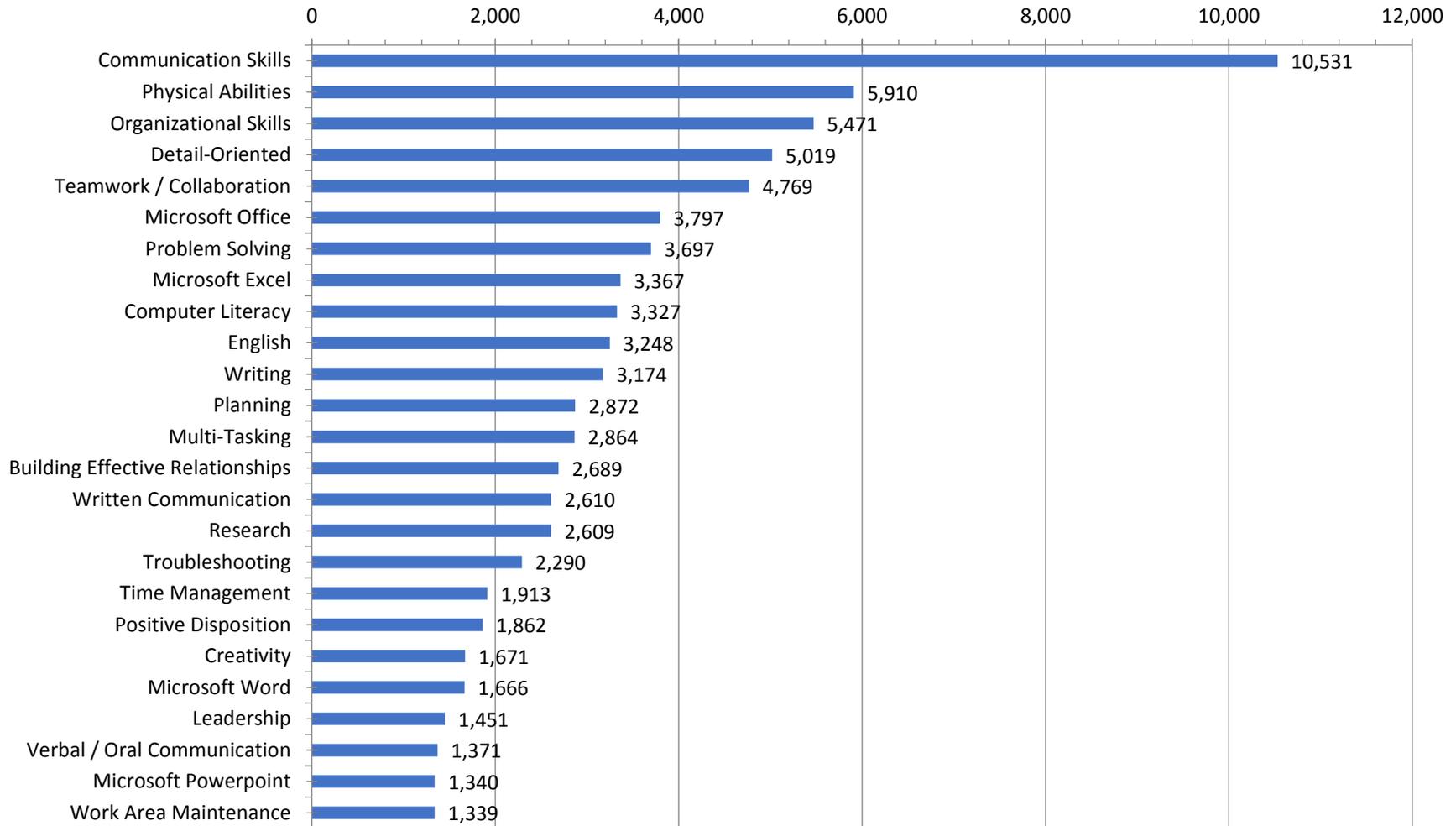
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 24, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 35,376

The following baseline skills are most requested



Q. 35.5 Employment Market Regional Analysis (08-24-20)

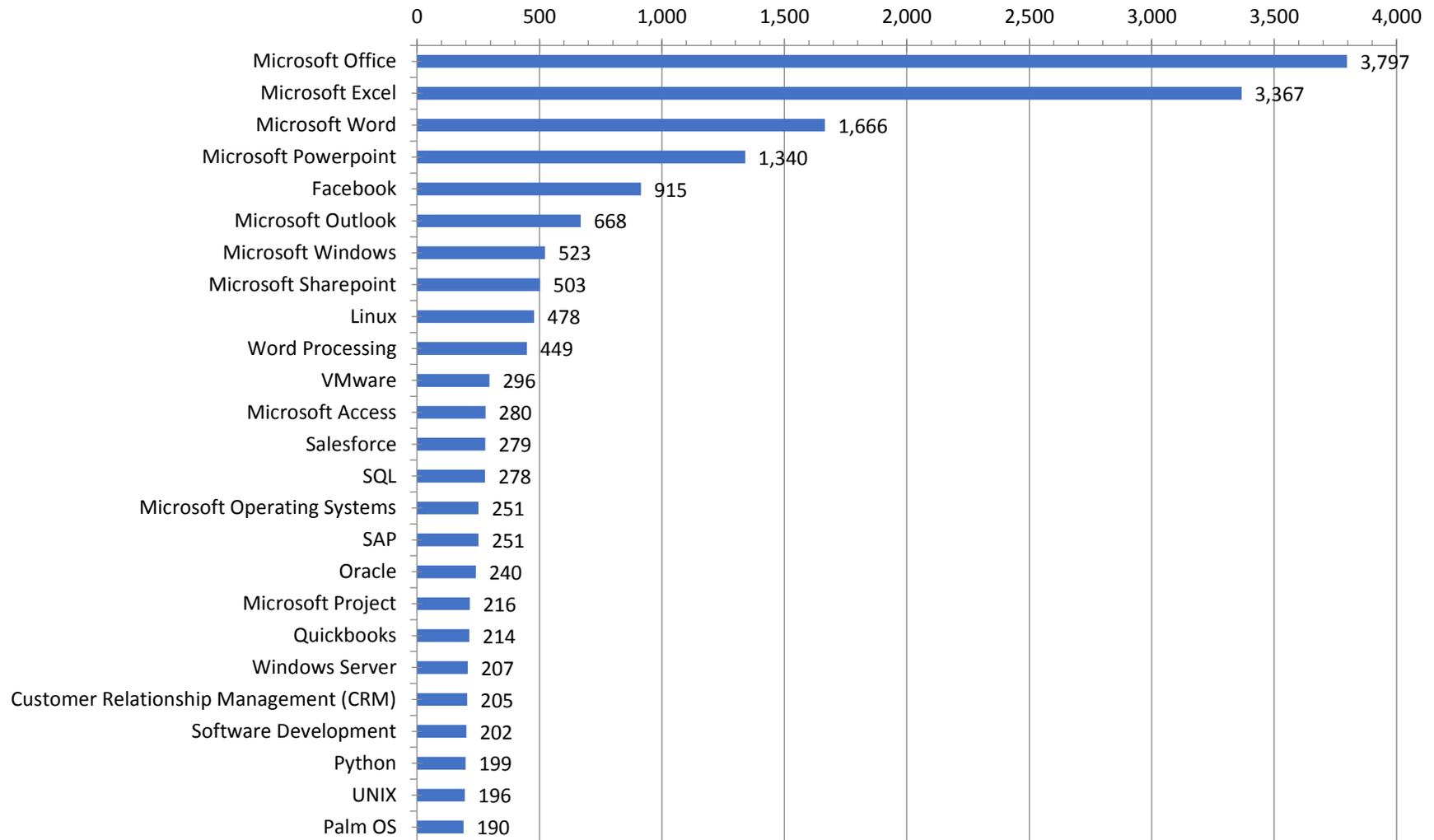
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 24, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 35,376

The following software skills are most requested



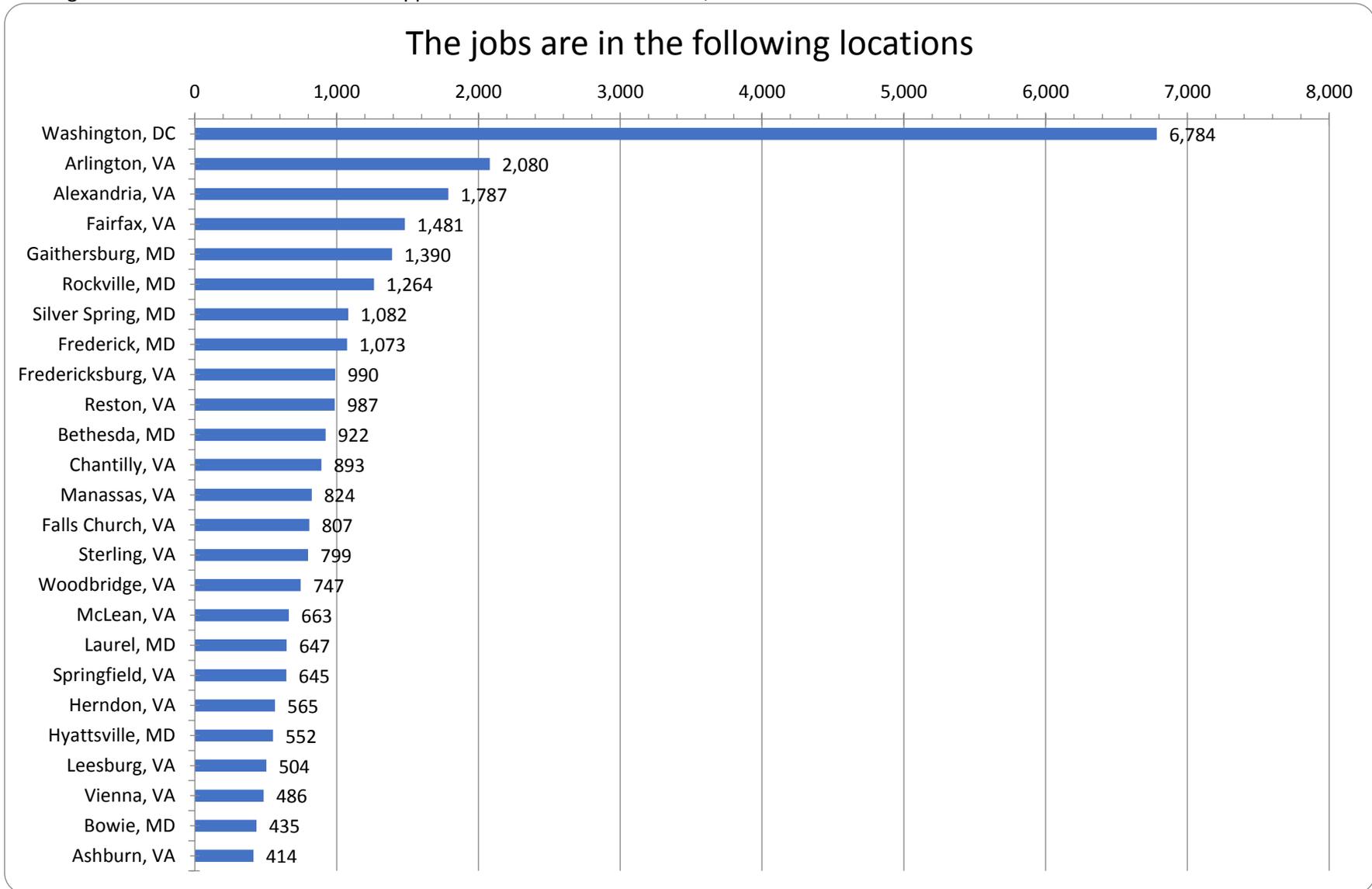
Q. 35.6 Employment Market Regional Analysis (08-31-20)

REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 31, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 37,462



Q. 35.6 Employment Market Regional Analysis (08-31-20)

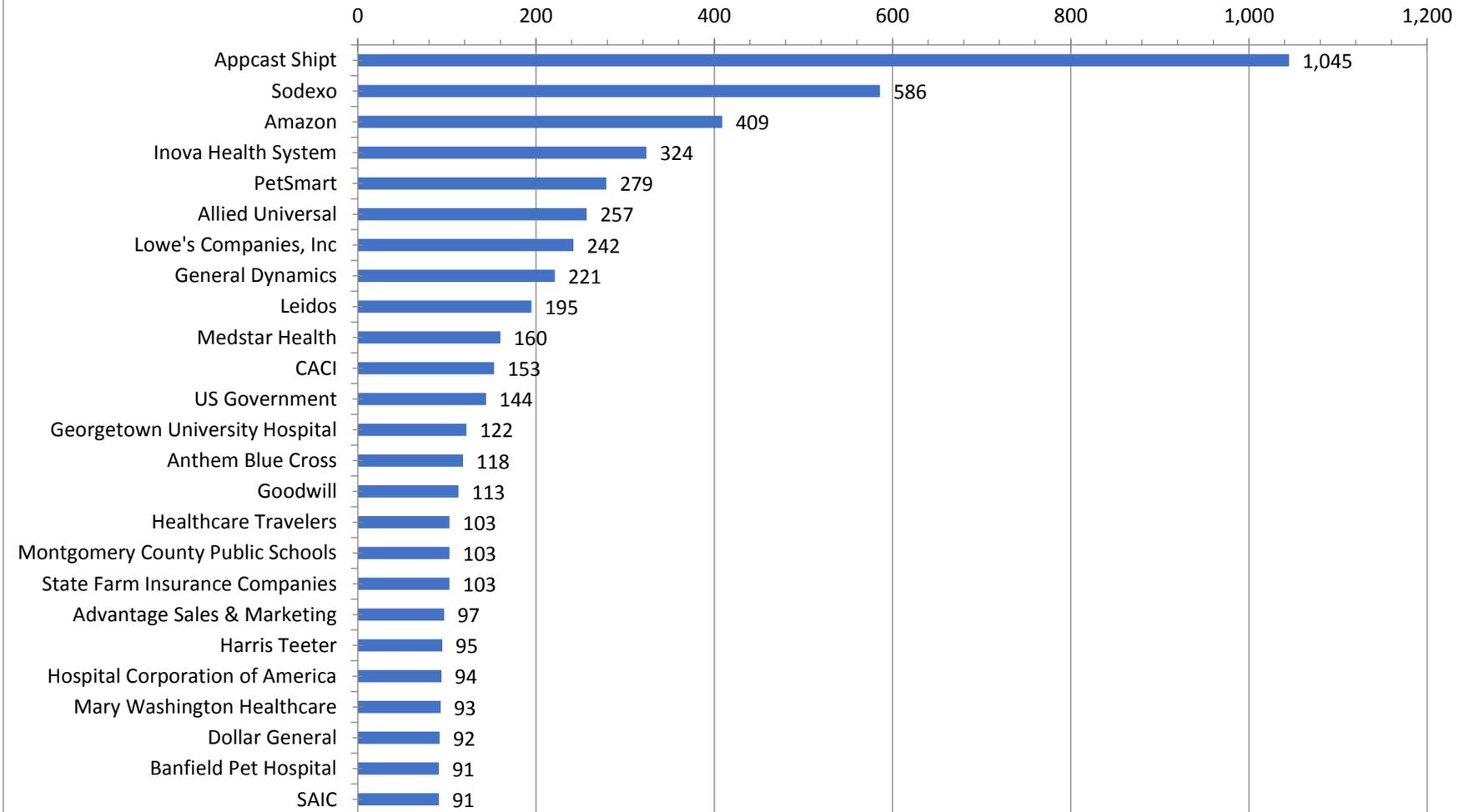
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 31, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 37,462

The following employers are hiring for the jobs



Q. 35.6 Employment Market Regional Analysis (08-31-20)

REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

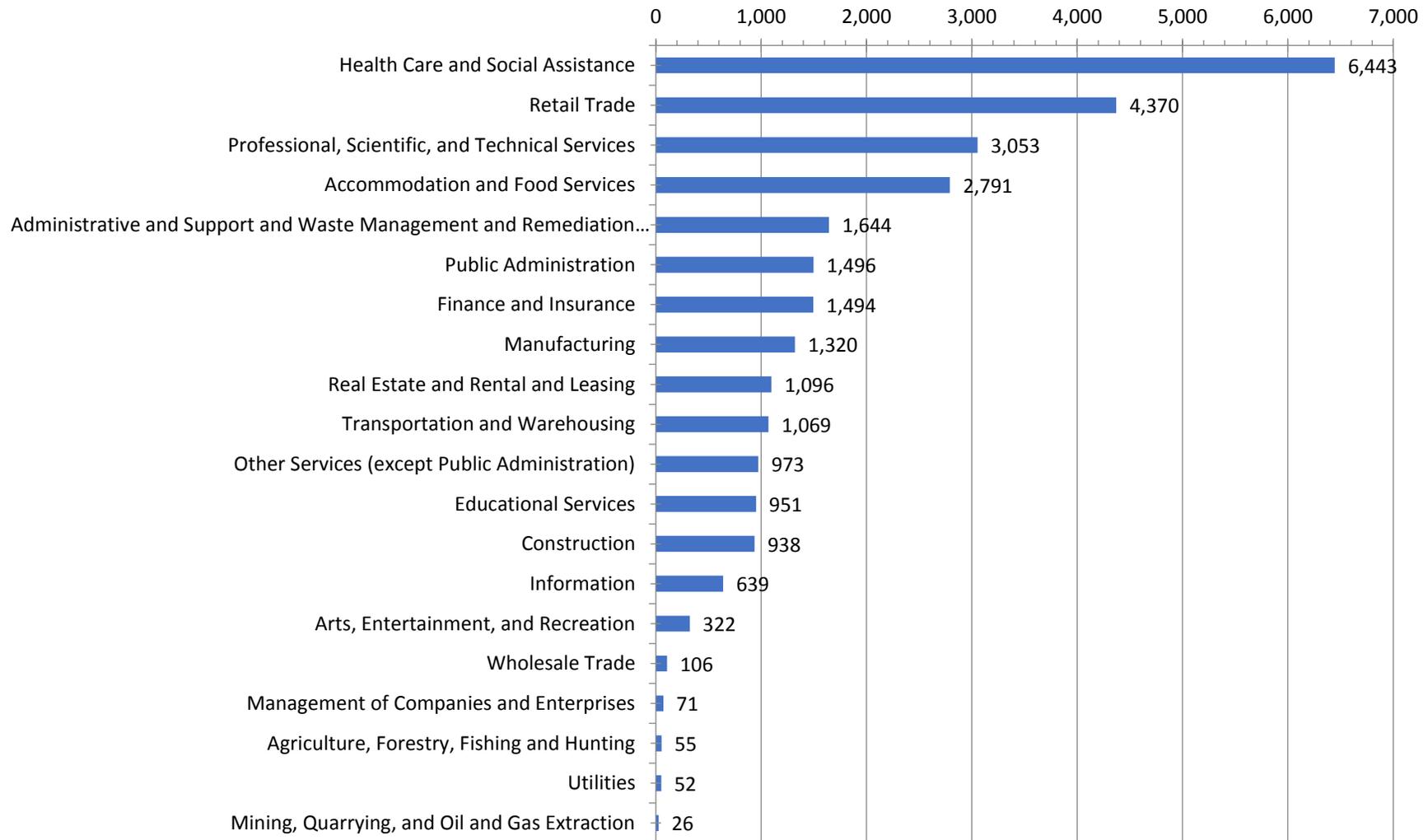
STATUS:: August 31, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied:

37,462

The jobs are categorized into the following industries



Q. 35.6 Employment Market Regional Analysis (08-31-20)

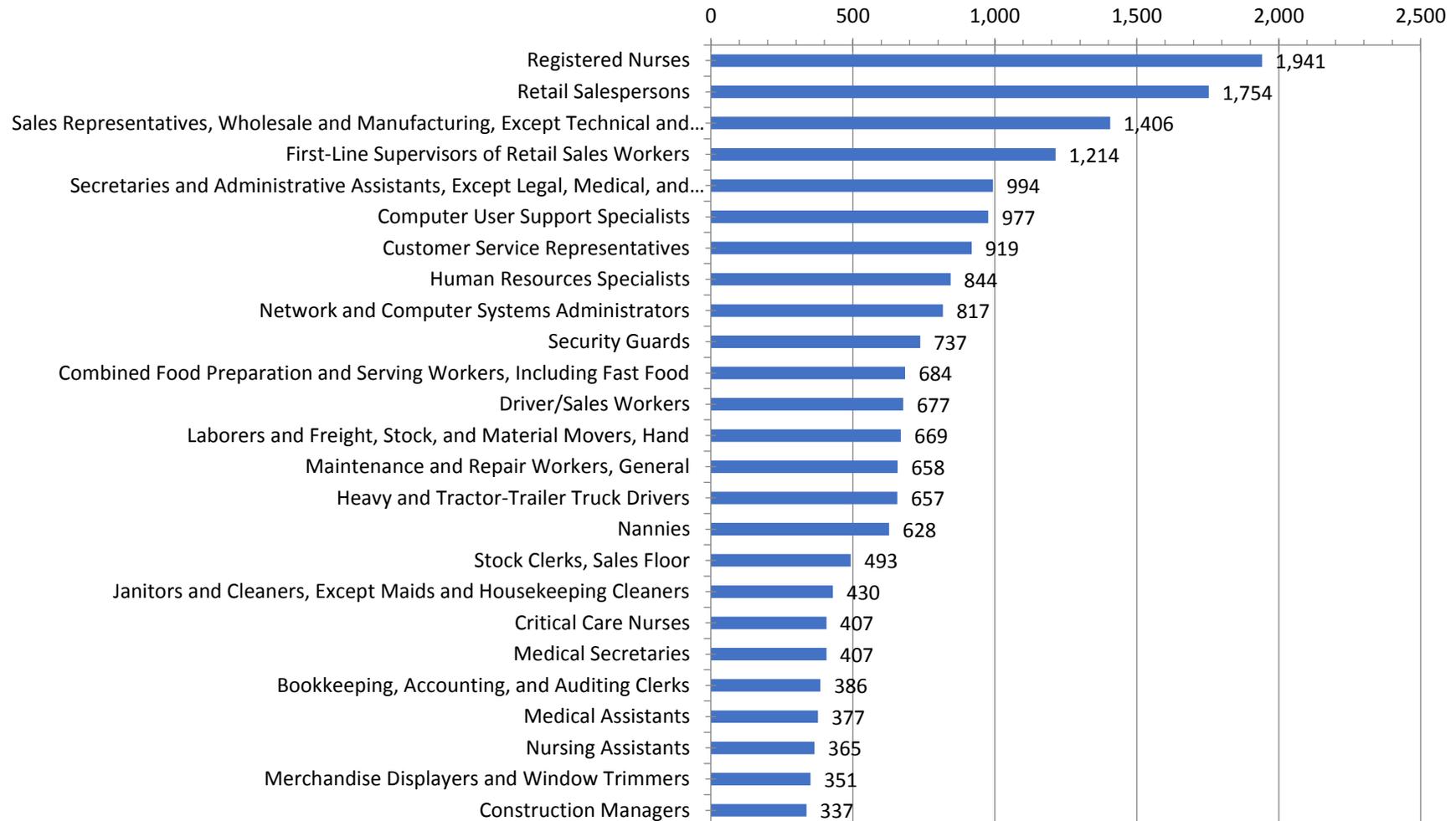
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 31, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 37,462

The jobs are categorized into the following occupations



Q. 35.6 Employment Market Regional Analysis (08-31-20)

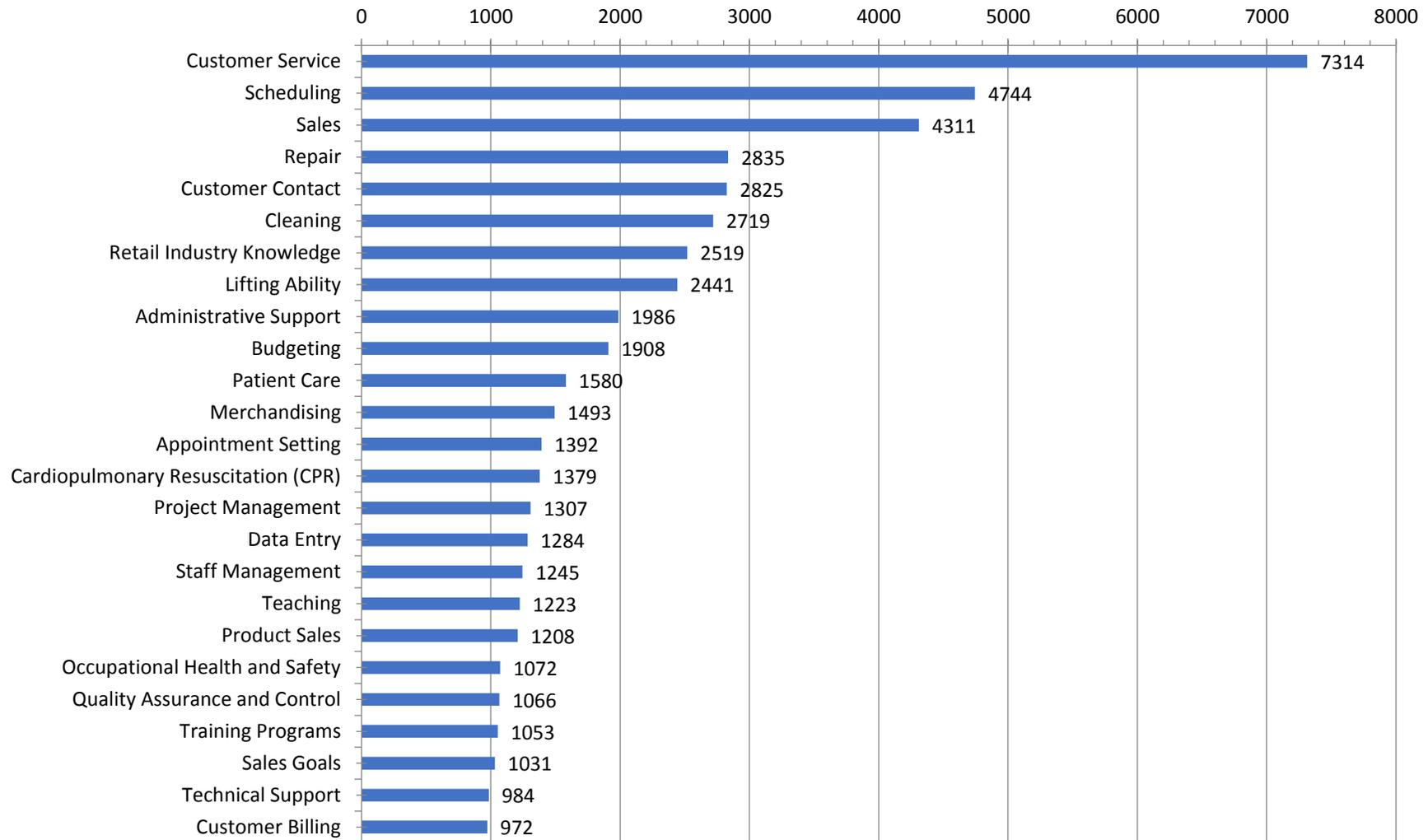
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 31, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 37,462

The following specialized skills are most requested



Q. 35.6 Employment Market Regional Analysis (08-31-20)

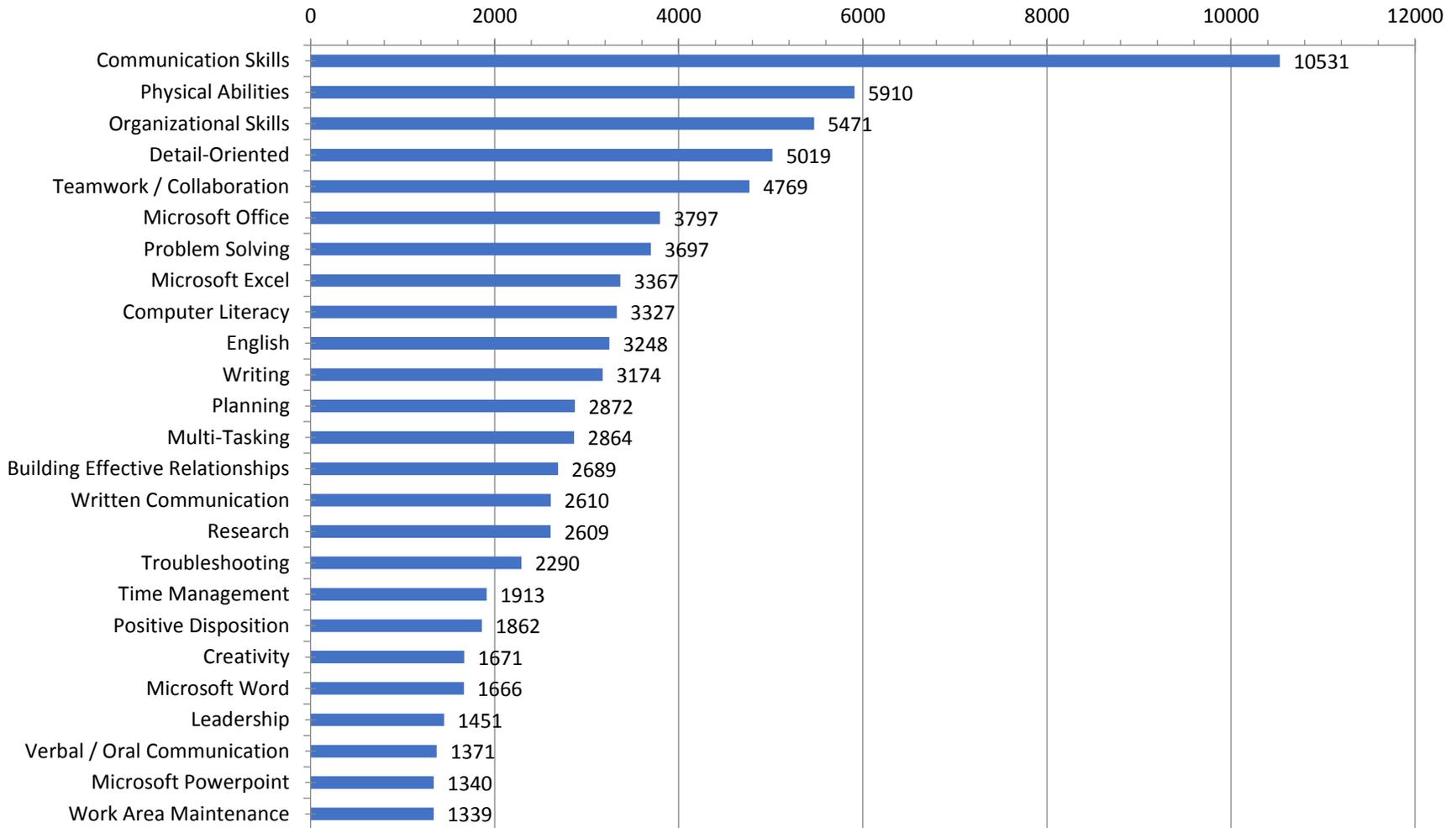
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 31, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 37,462

The following baseline skills are most requested



Q. 35.6 Employment Market Regional Analysis (08-31-20)

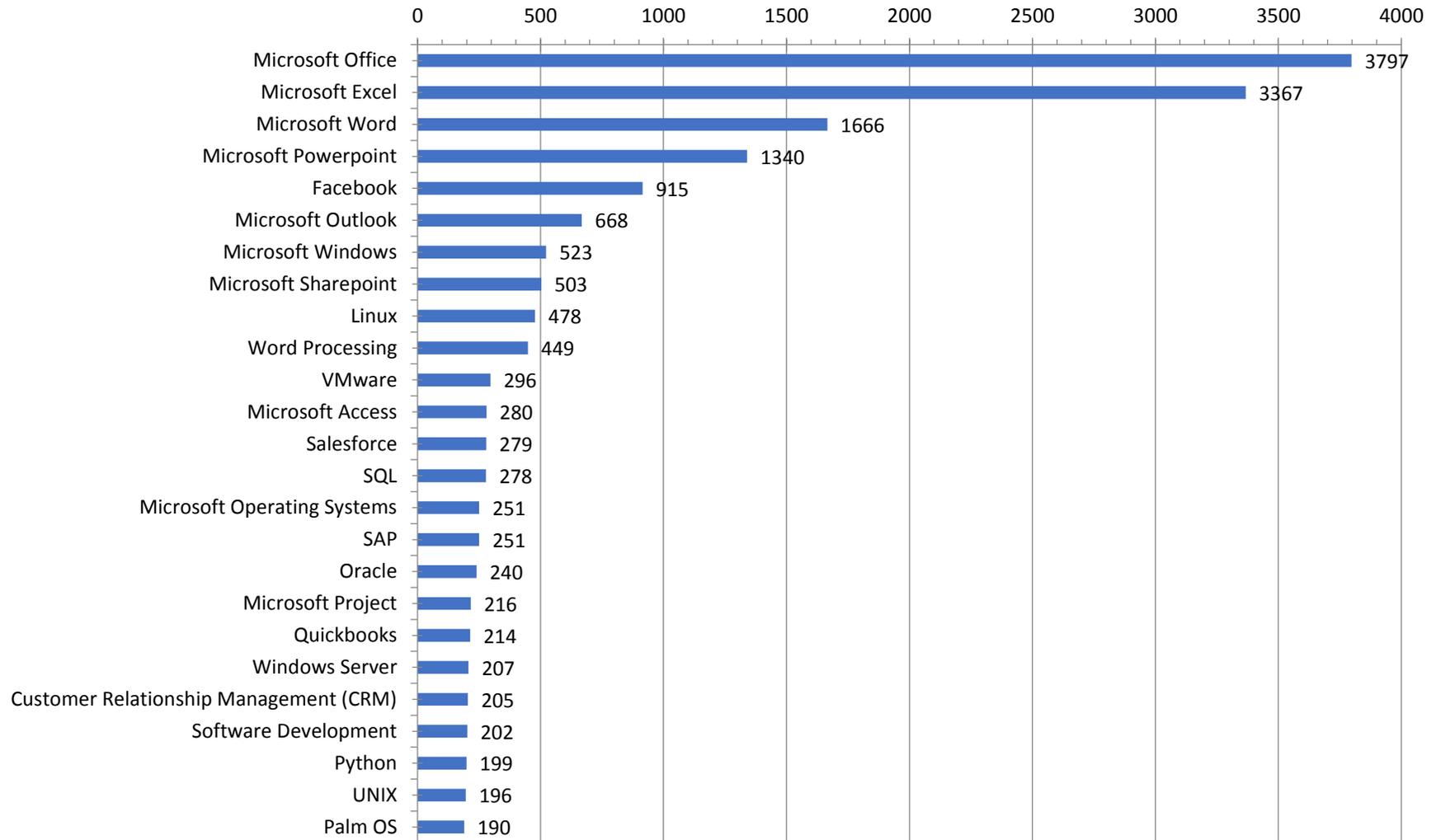
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: August 31, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 37,462

The following software skills are most requested



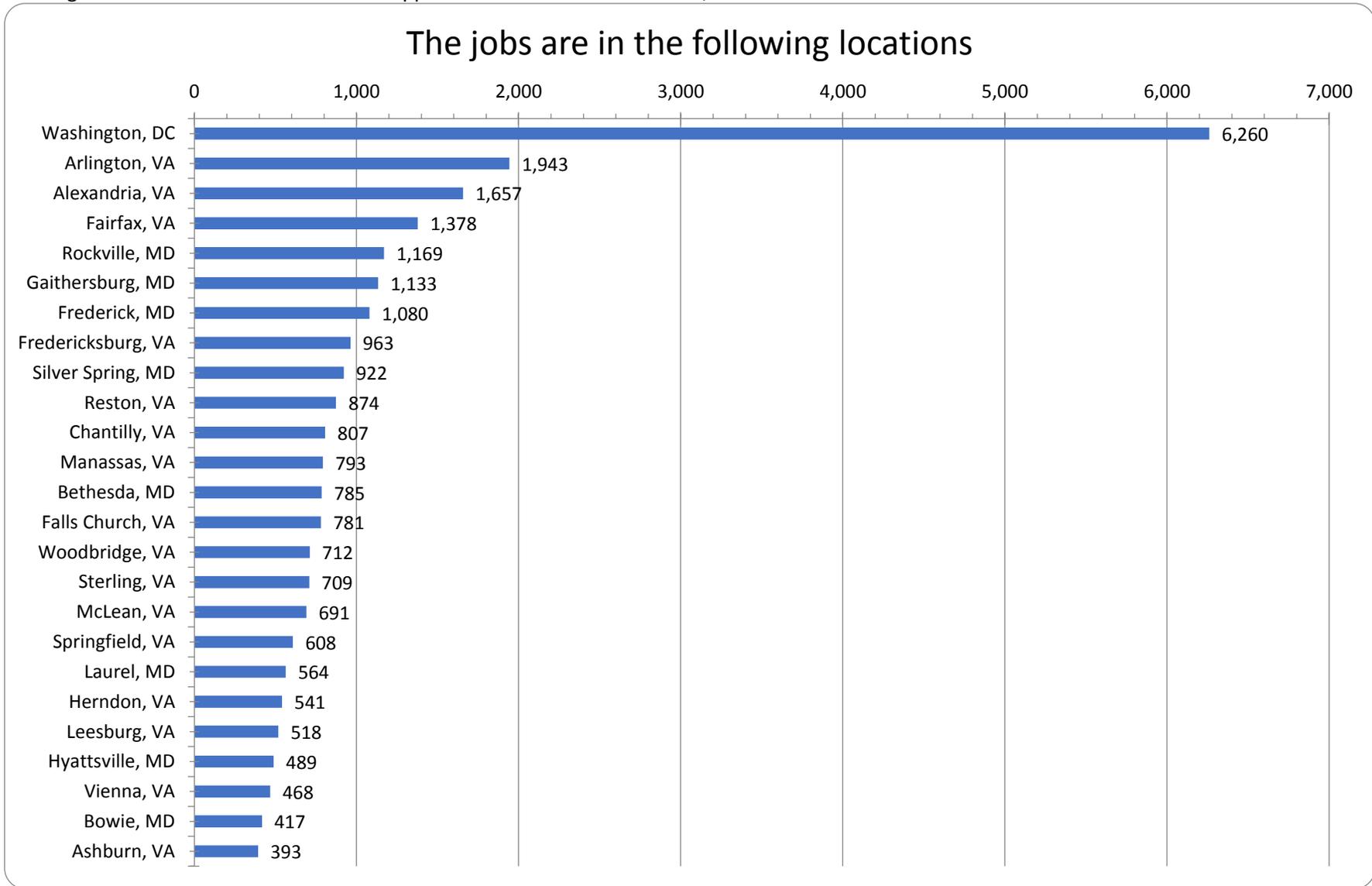
Q. 35.7 Employment Market Regional Analysis (09-14-20)

REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 14, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 34,271



Q. 35.7 Employment Market Regional Analysis (09-14-20)

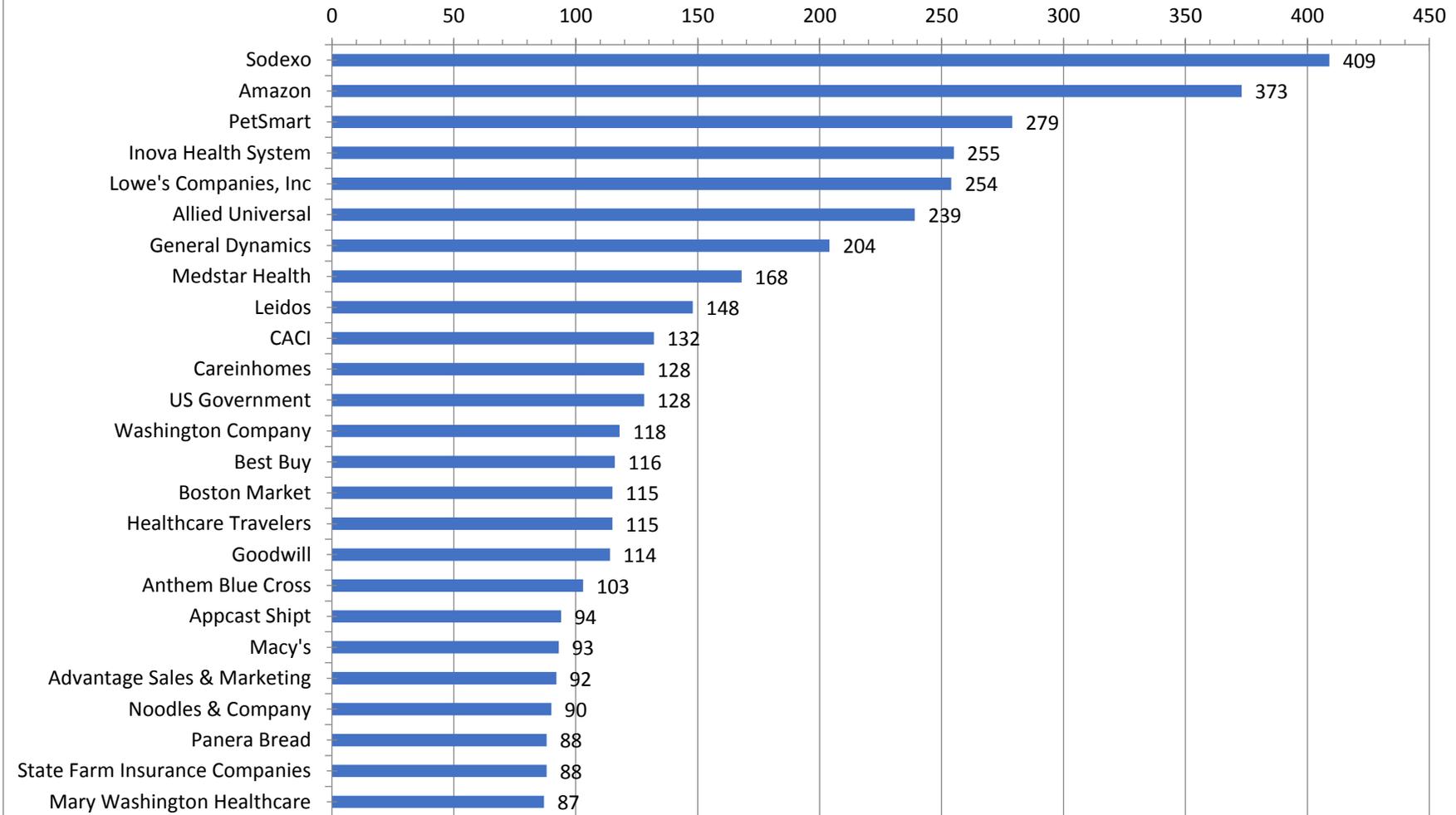
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 14, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 34,271

The following employers are hiring for the jobs



Q. 35.7 Employment Market Regional Analysis (09-14-20)

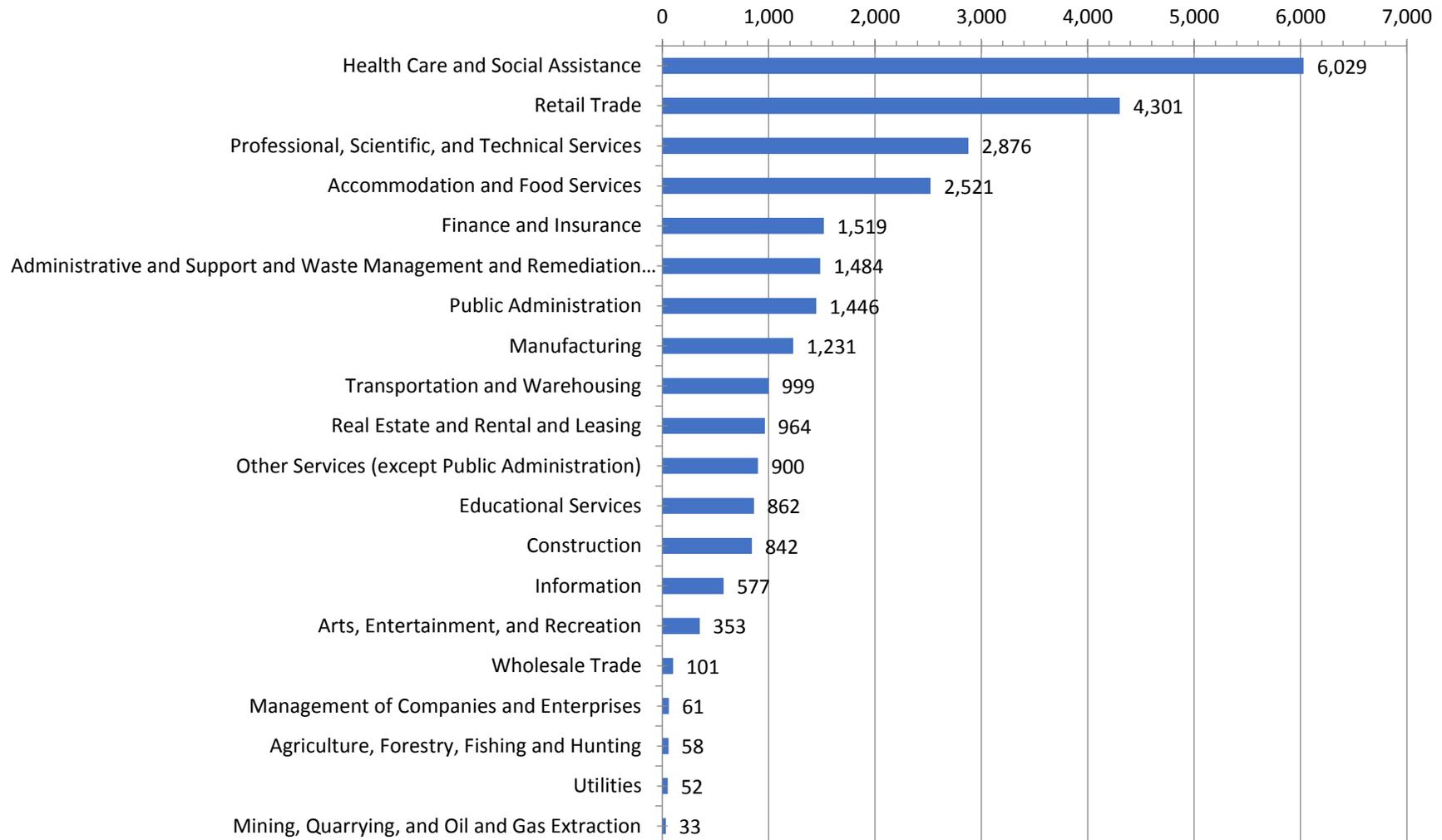
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 14, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 34,271

The jobs are categorized into the following industries



Q. 35.7 Employment Market Regional Analysis (09-14-20)

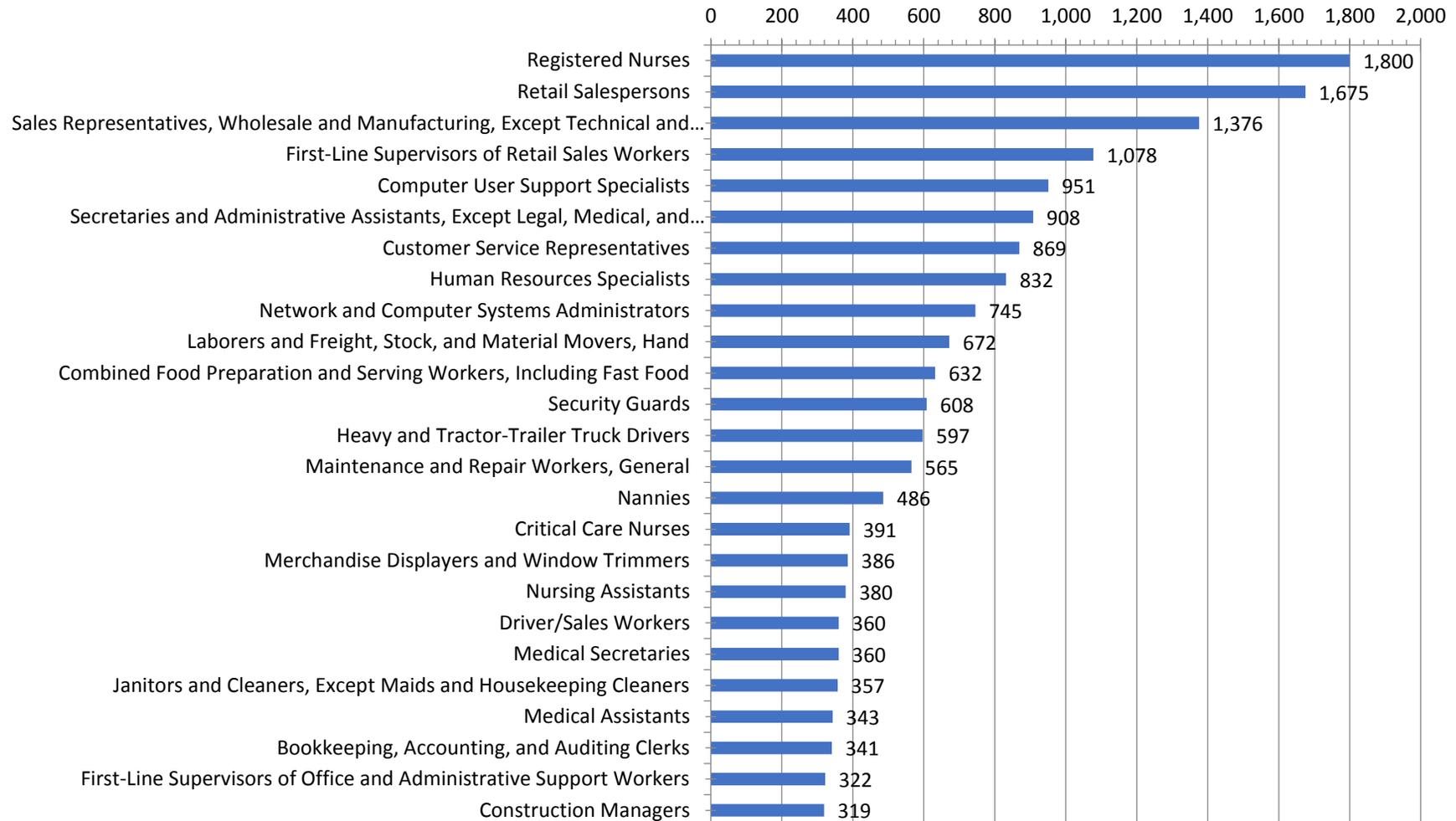
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 14, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 34,271

The jobs are categorized into the following occupations



Q. 35.7 Employment Market Regional Analysis (09-14-20)

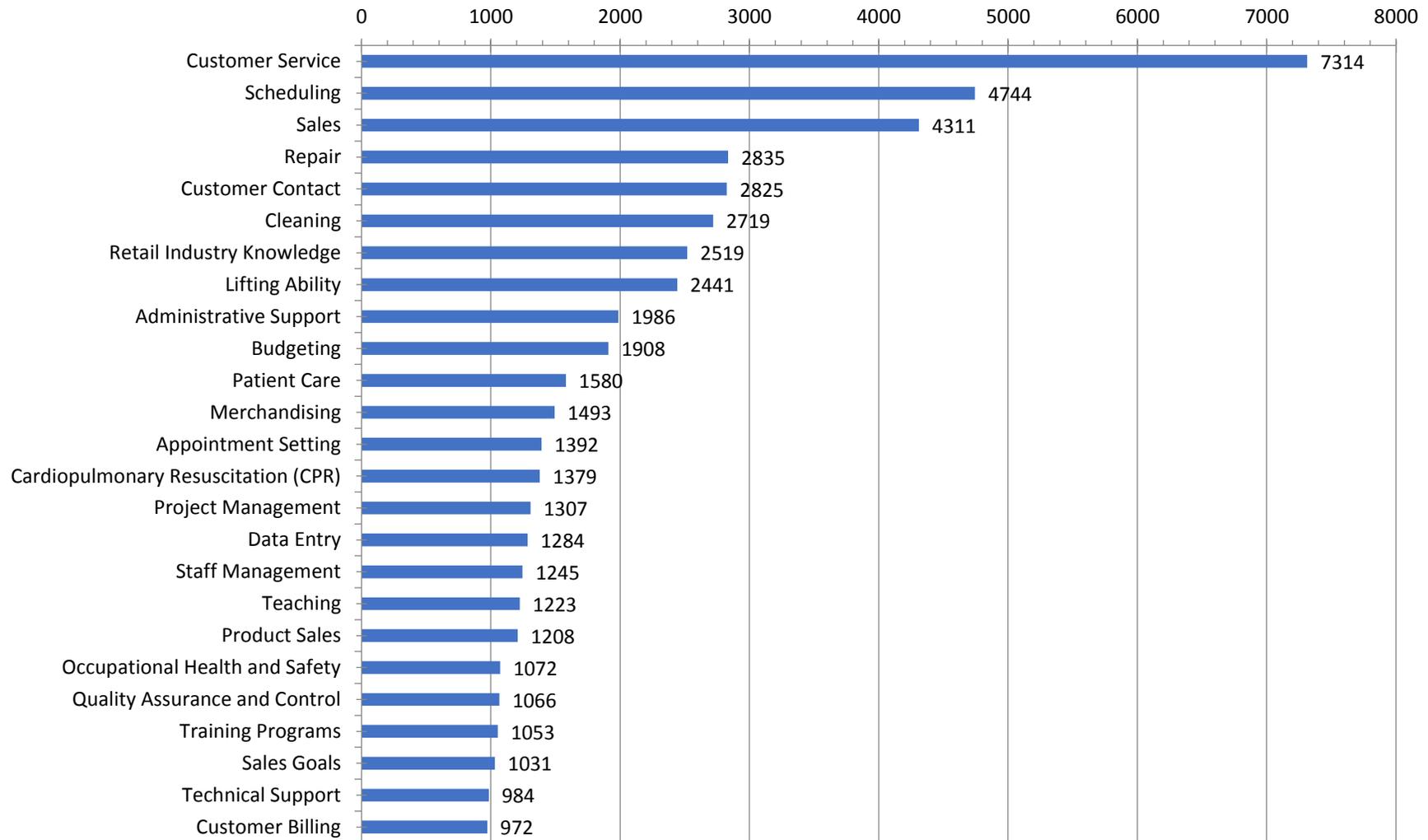
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 14, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 34,271

The following specialized skills are most requested



Q. 35.7 Employment Market Regional Analysis (09-14-20)

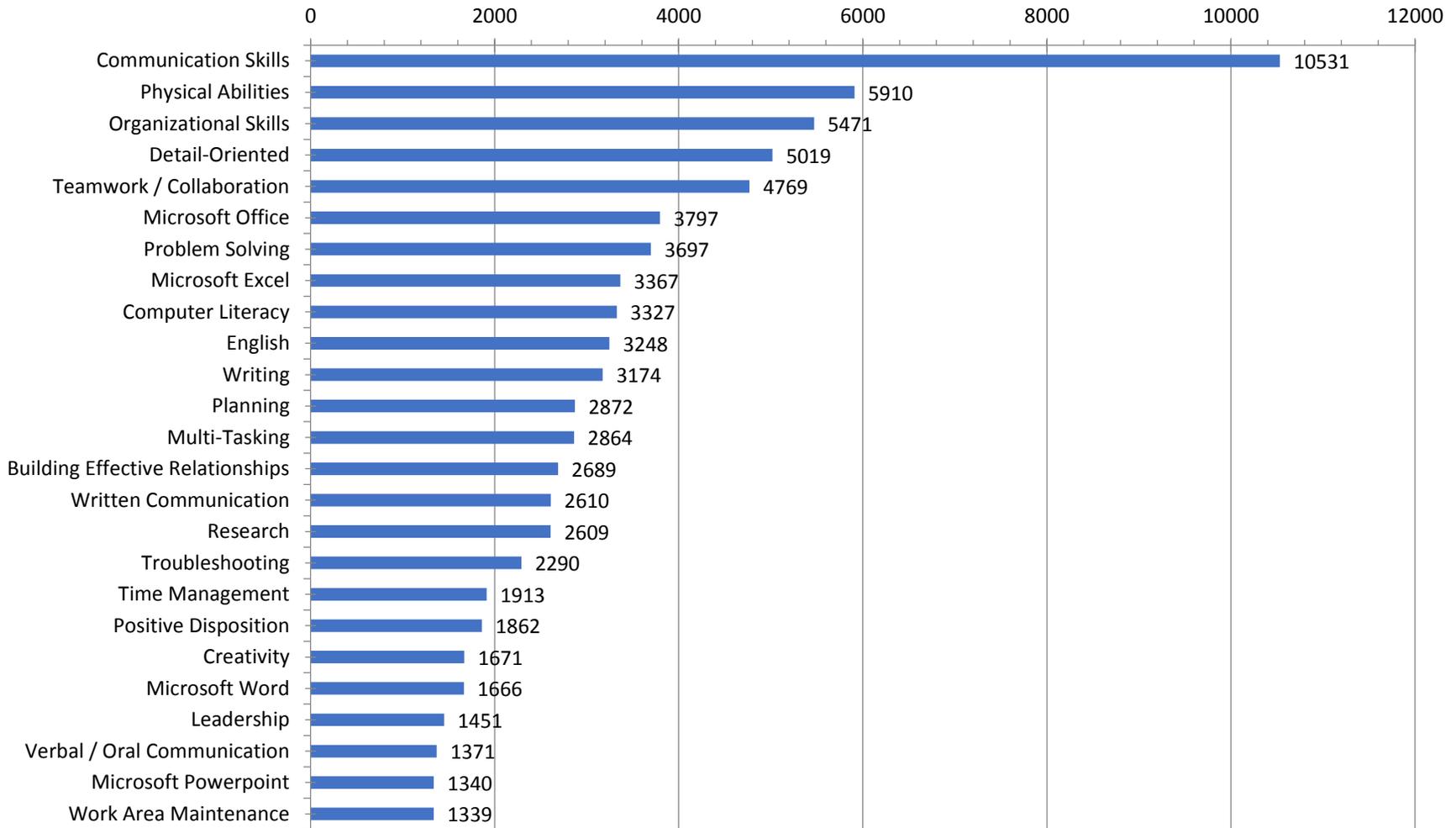
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 14, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 34,271

The following baseline skills are most requested



Q. 35.7 Employment Market Regional Analysis (09-14-20)

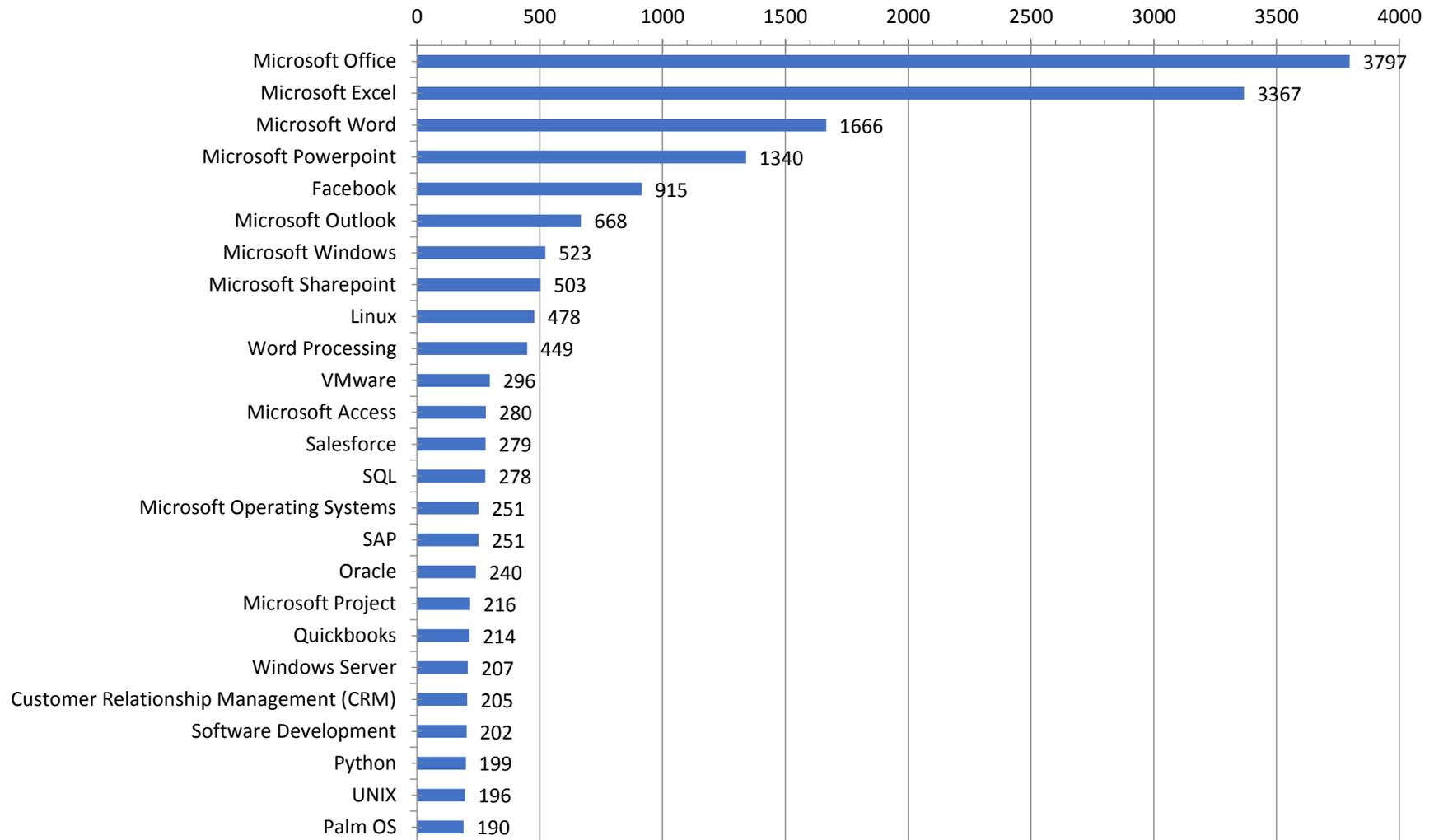
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 14, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 34,271

The following software skills are most requested



Q. 35.8 Employment Market Regional Analysis (09-21-20)

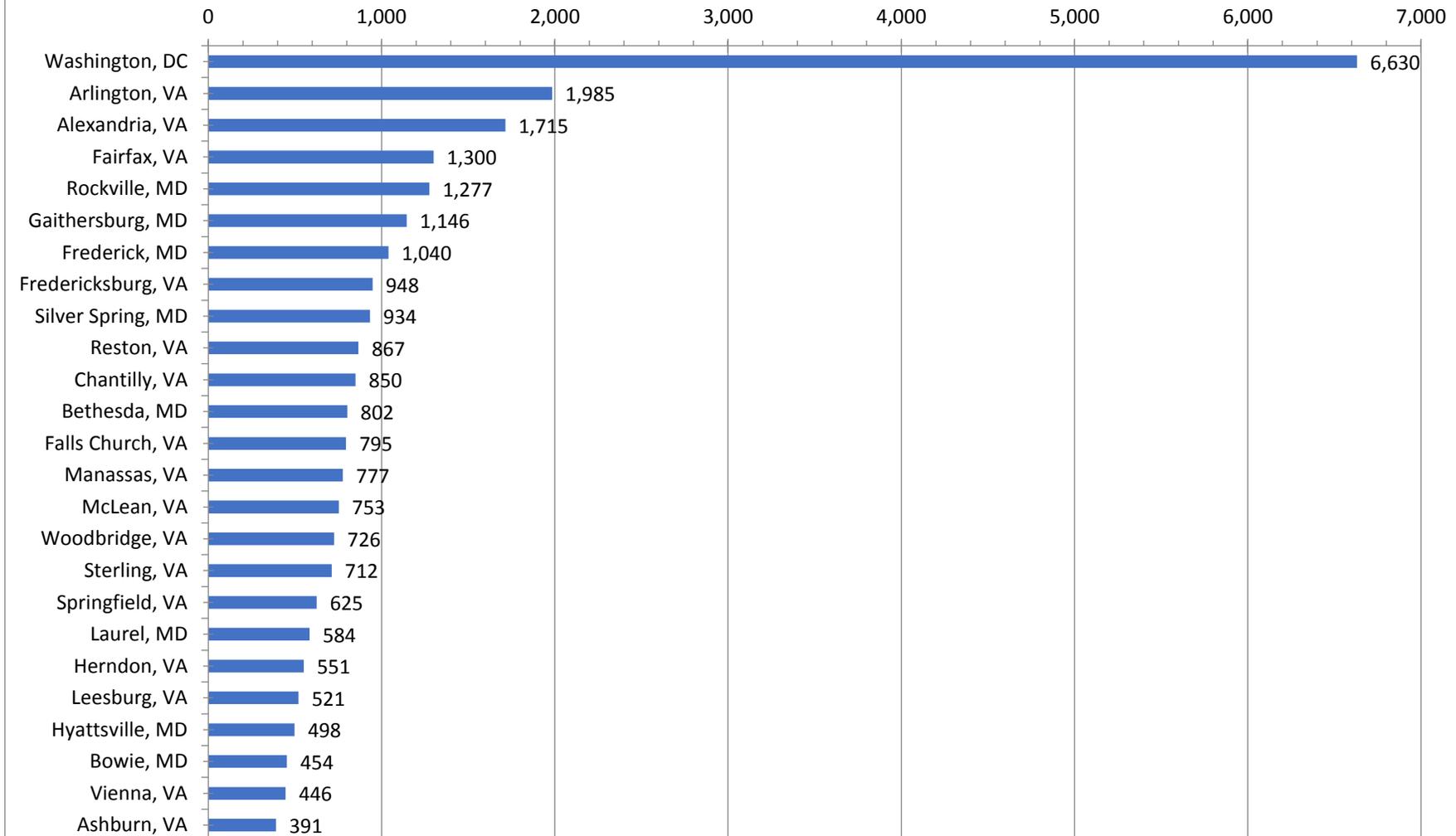
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 21, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 35,279

The jobs are in the following locations



Q. 35.8 Employment Market Regional Analysis (09-21-20)

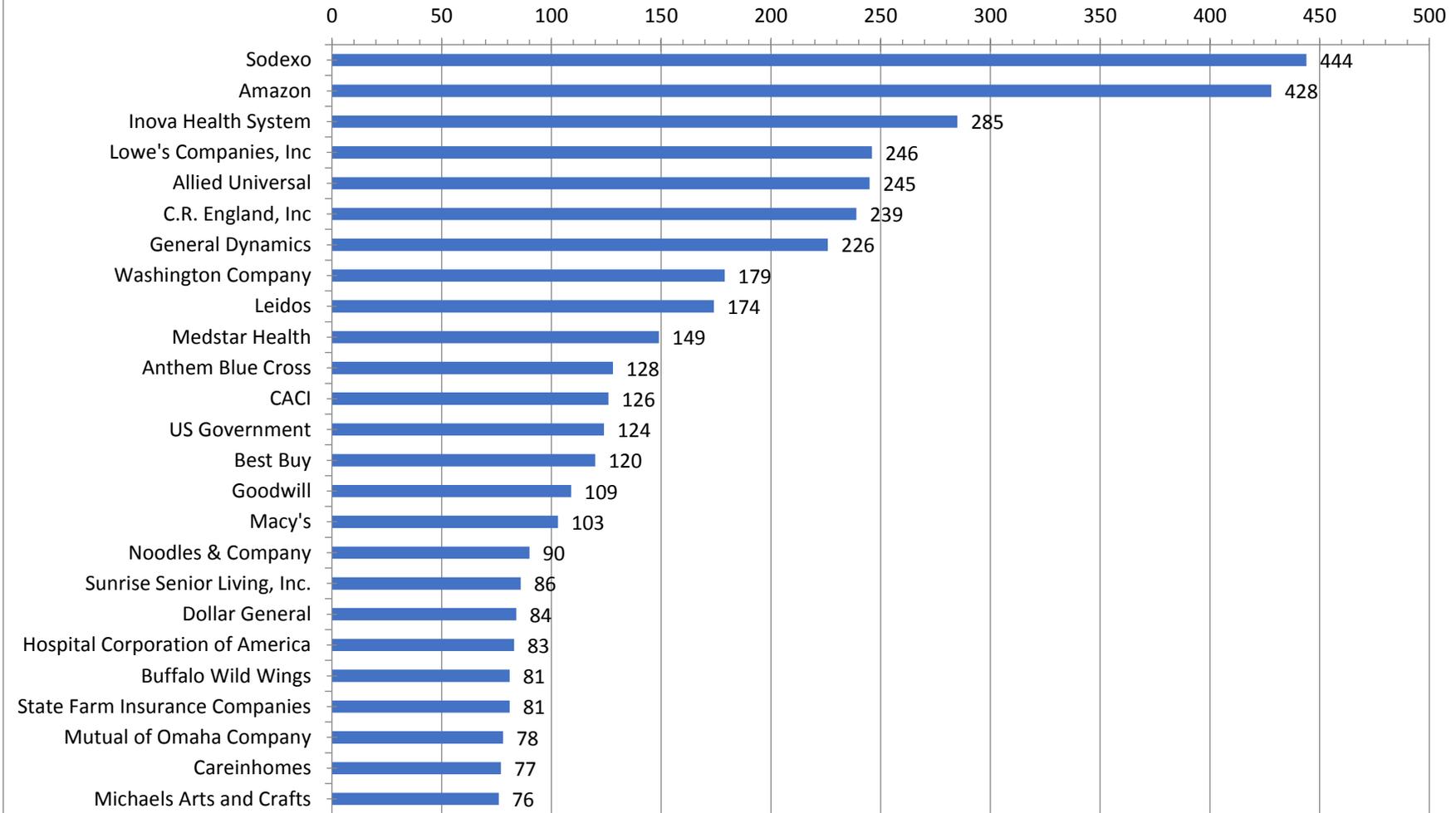
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 21, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 35,279

The following employers are hiring for the jobs



Q. 35.8 Employment Market Regional Analysis (09-21-20)

REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

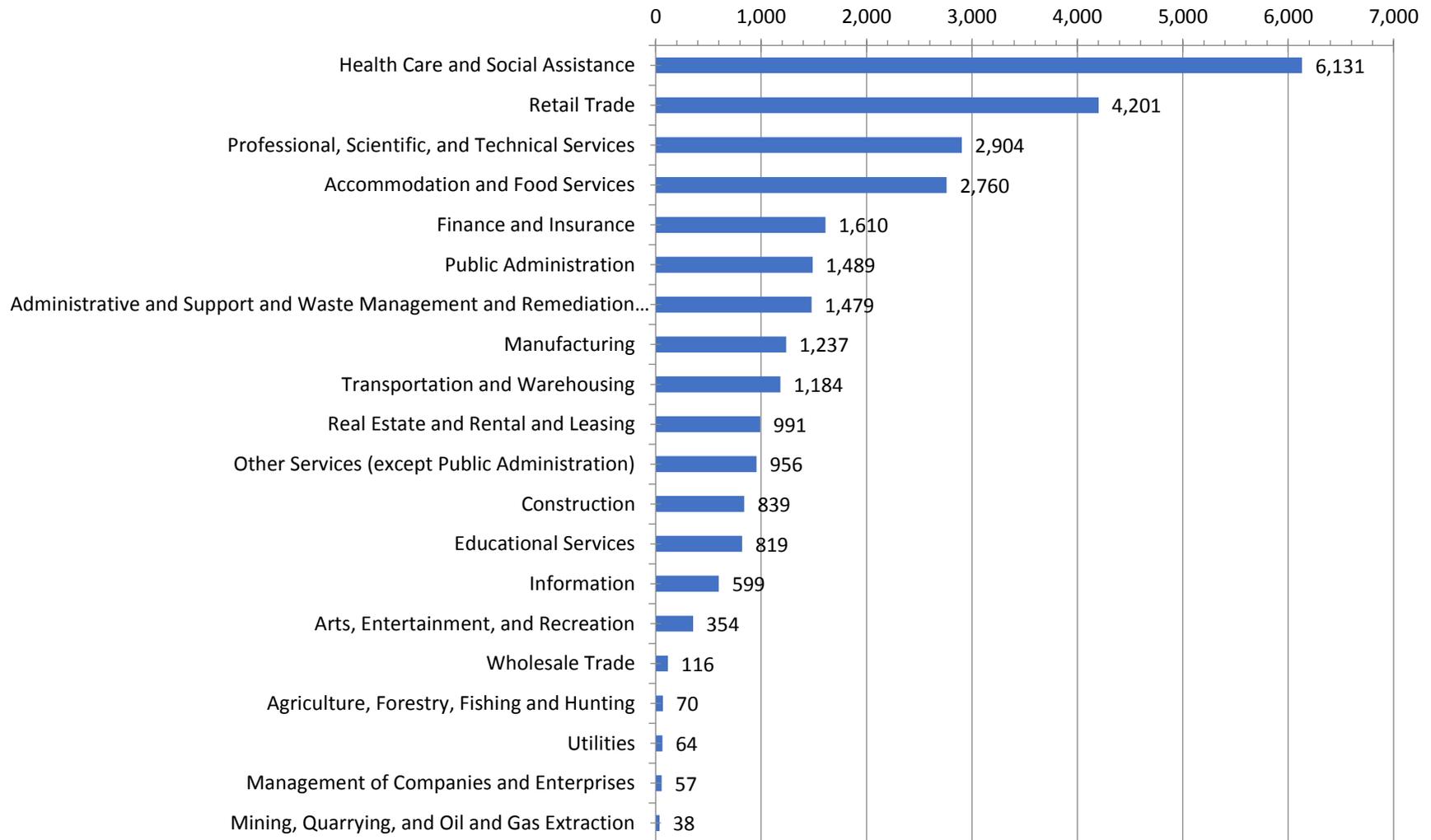
STATUS:: September 21, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied:

35,279

The jobs are categorized into the following industries



Q. 35.8 Employment Market Regional Analysis (09-21-20)

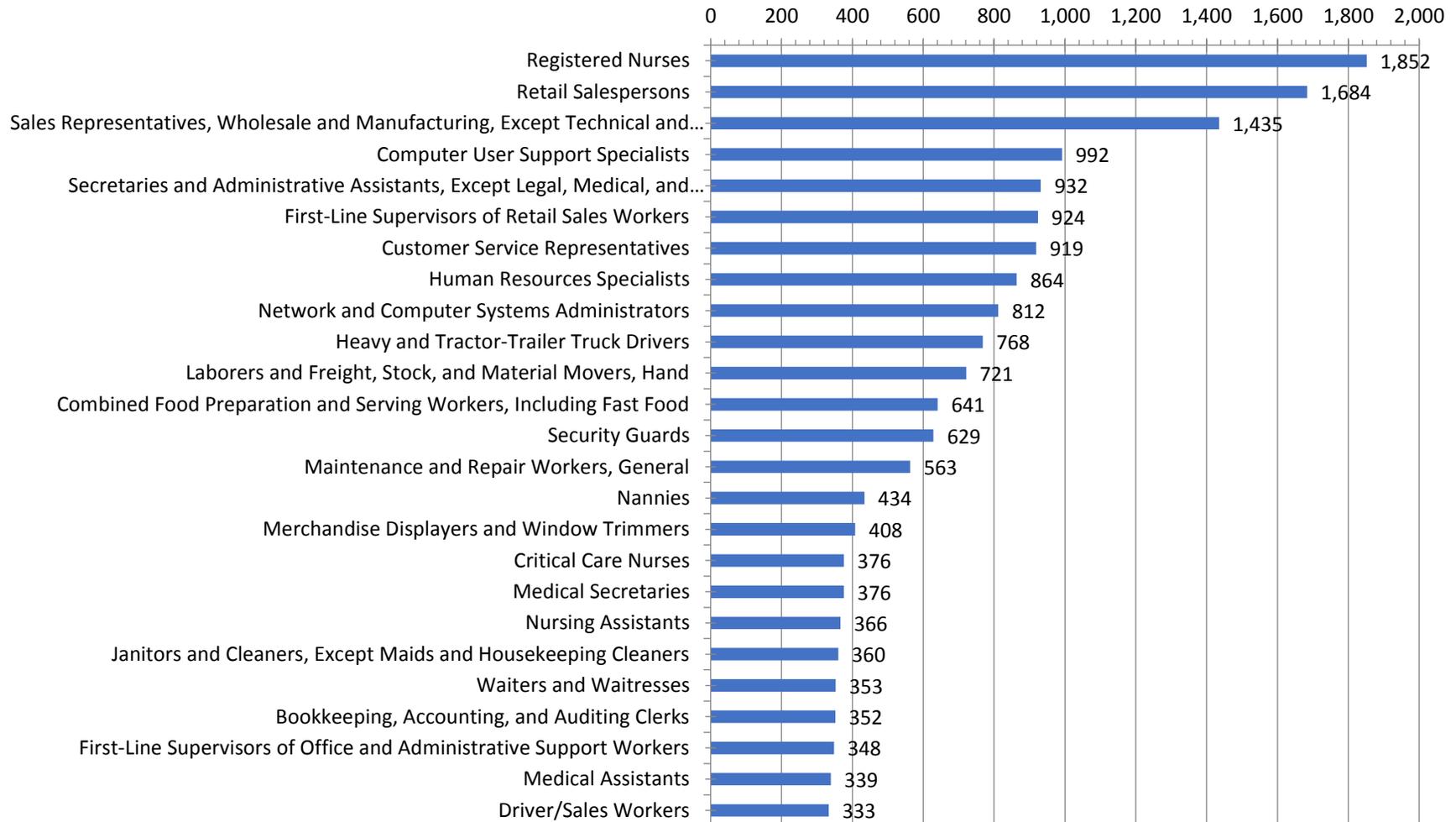
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 21, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 35,279

The jobs are categorized into the following occupations



Q. 35.8 Employment Market Regional Analysis (09-21-20)

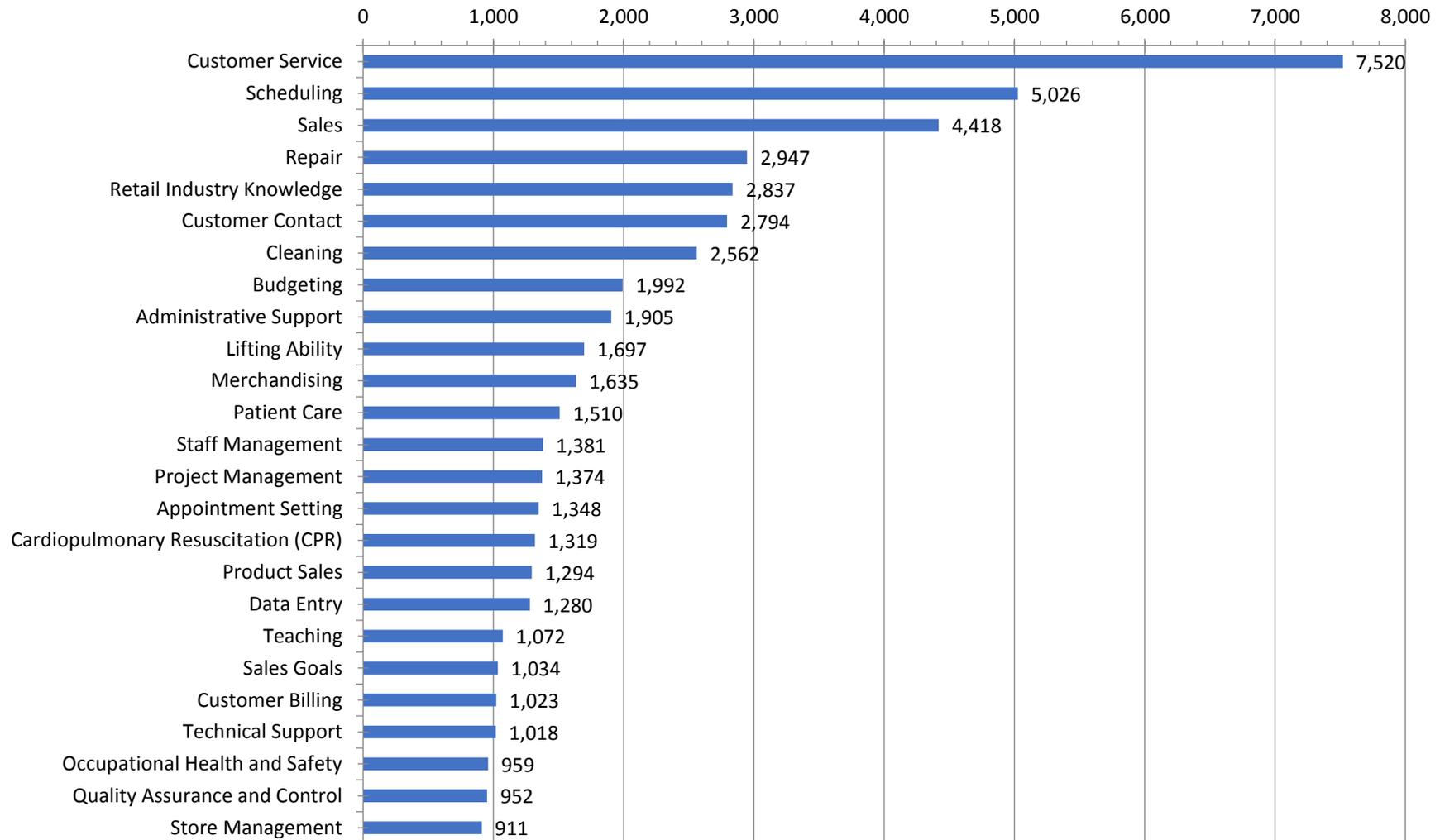
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 21, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 35,279

The following specialized skills are most requested



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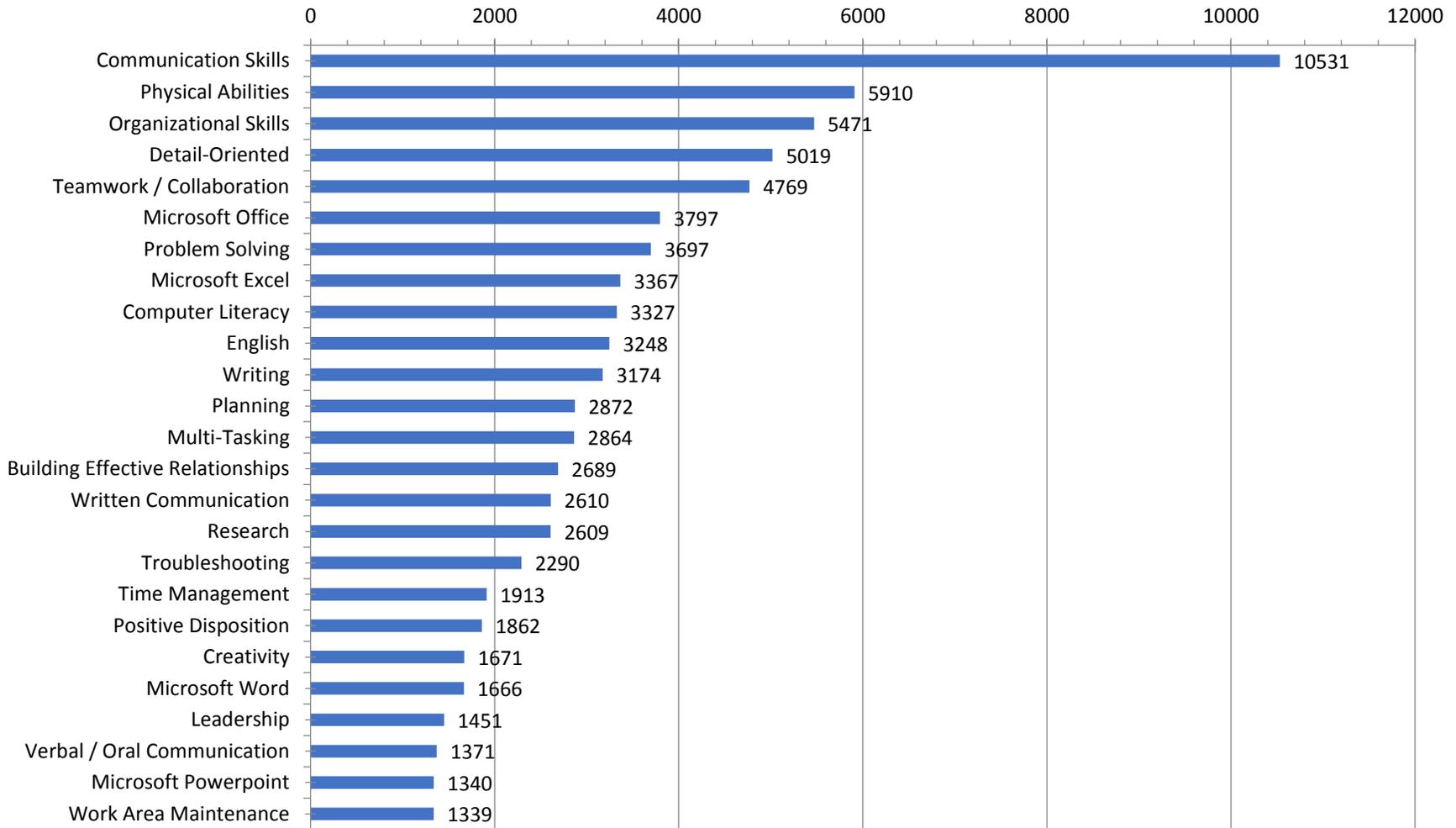
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 21, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 35,279

The following baseline skills are most requested



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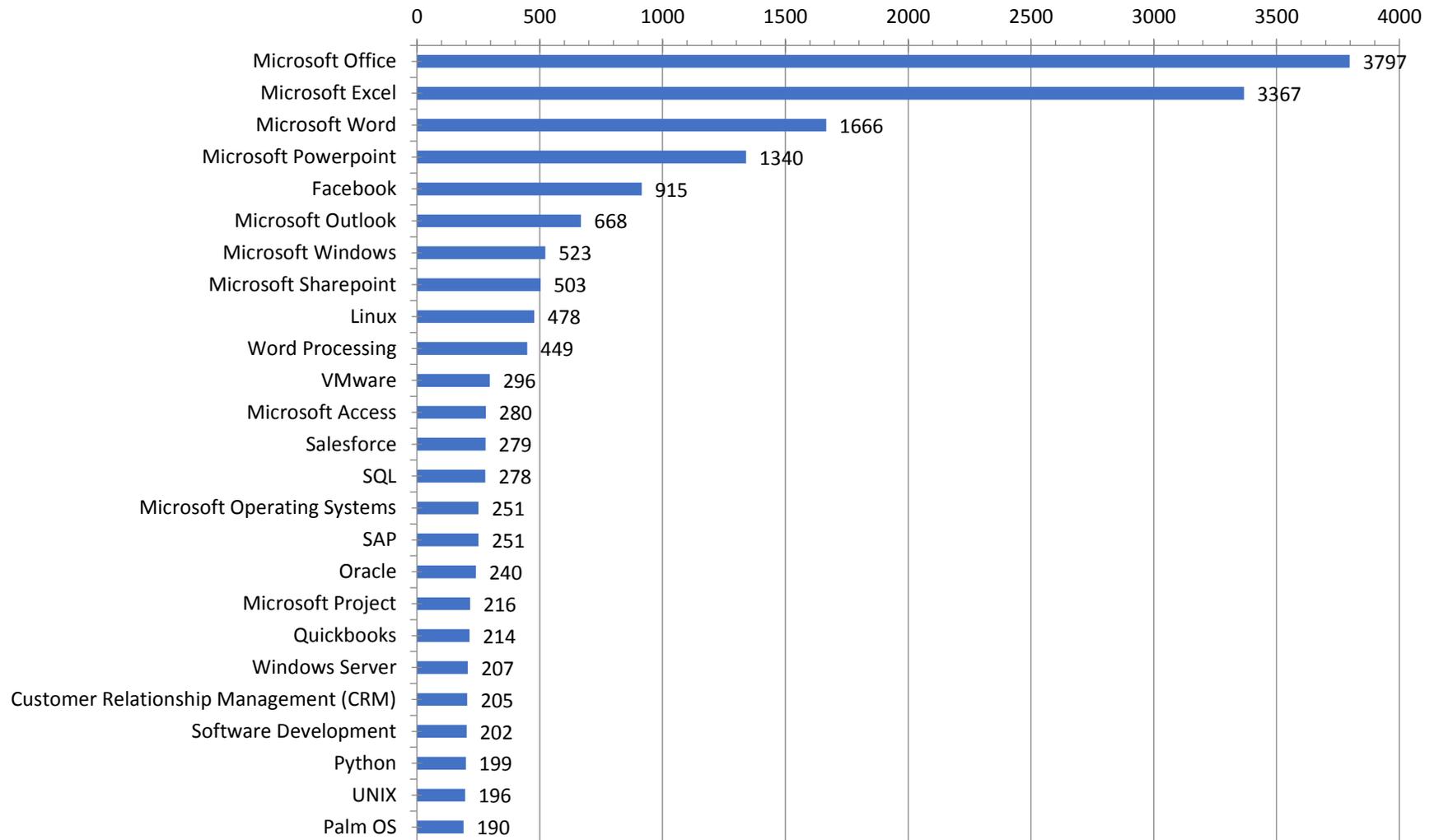
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: September 21, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: 35,279

The following software skills are most requested



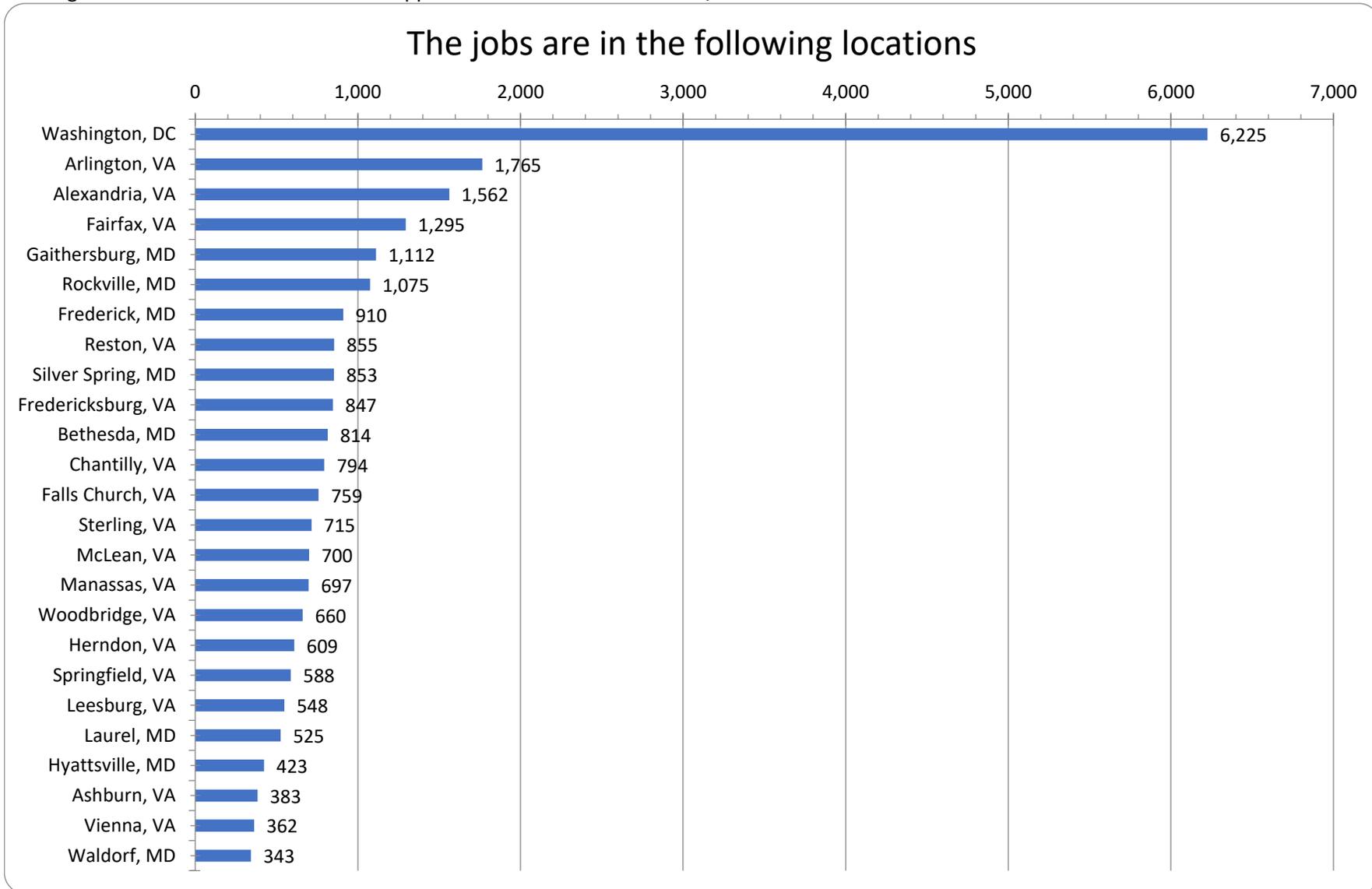
Q. 35.9 Employment Market Regional Analysis (10-19-20)

REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: October 19, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: **32,660**



Q. 35.9 Employment Market Regional Analysis (10-19-20)

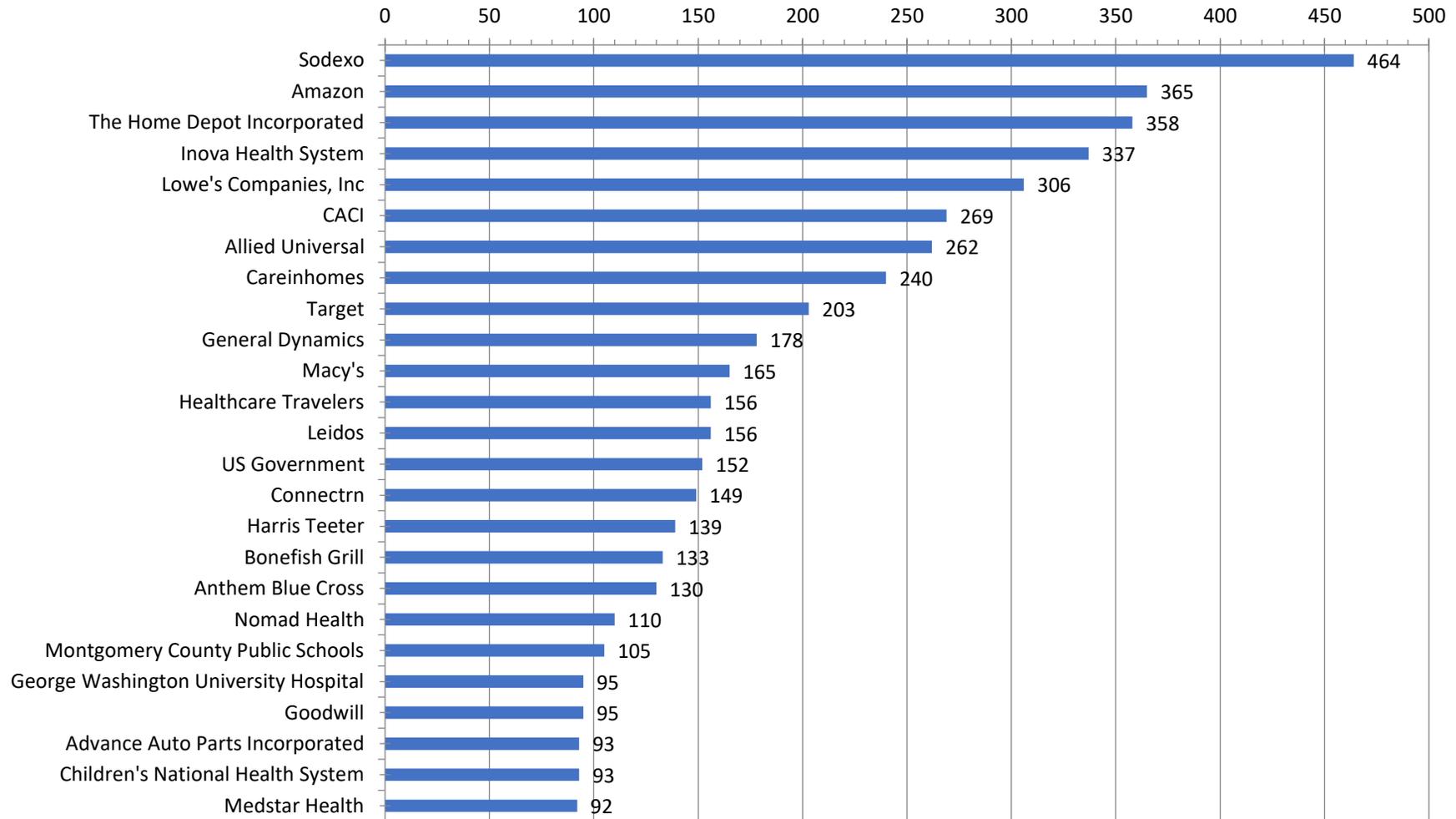
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: October 19, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: **32,660**

The following employers are hiring for the jobs



Q. 35.9 Employment Market Regional Analysis (10-19-20)

REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

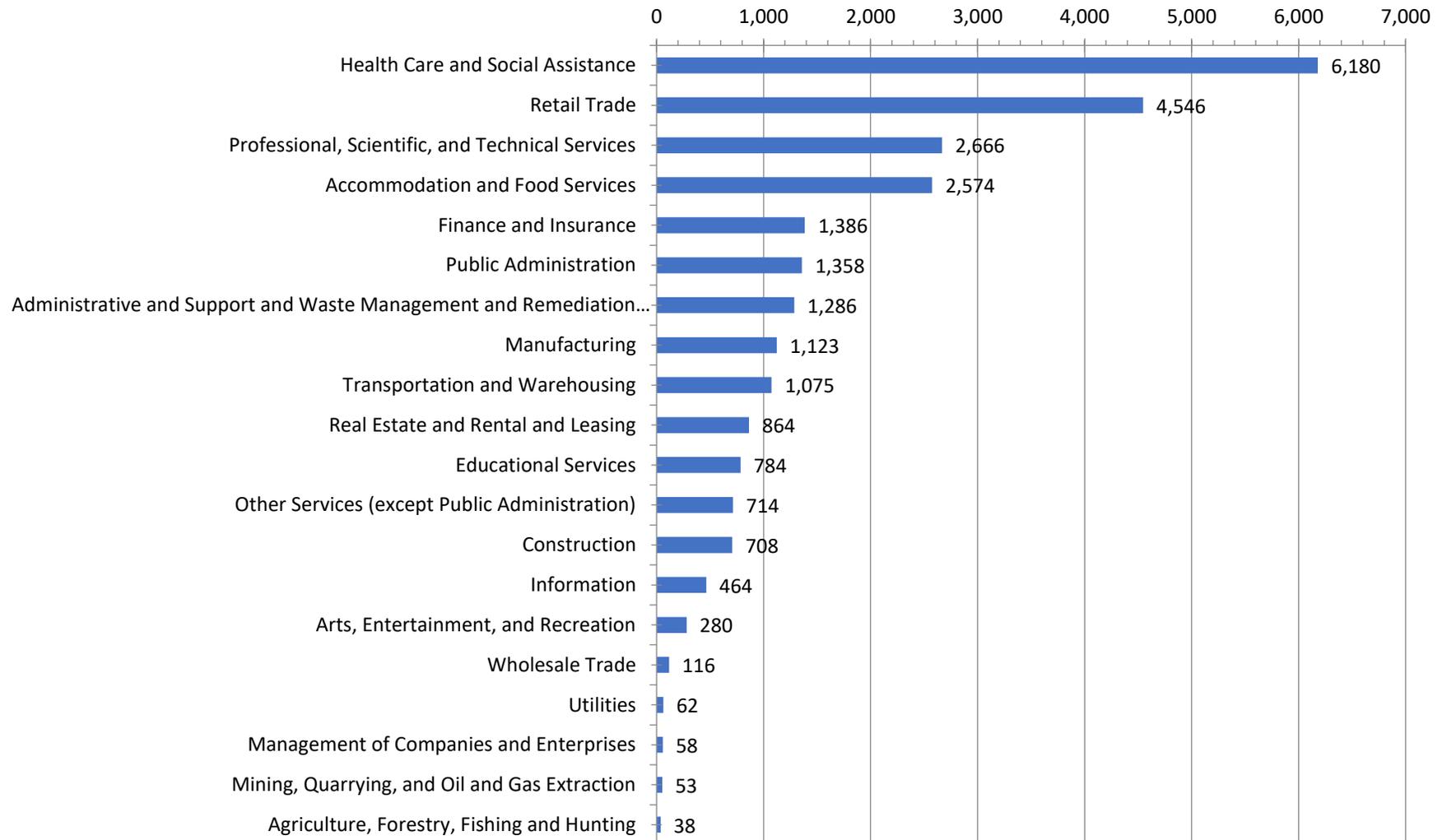
STATUS:: October 19, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied:

32,660

The jobs are categorized into the following industries



Q. 35.9 Employment Market Regional Analysis (10-19-20)

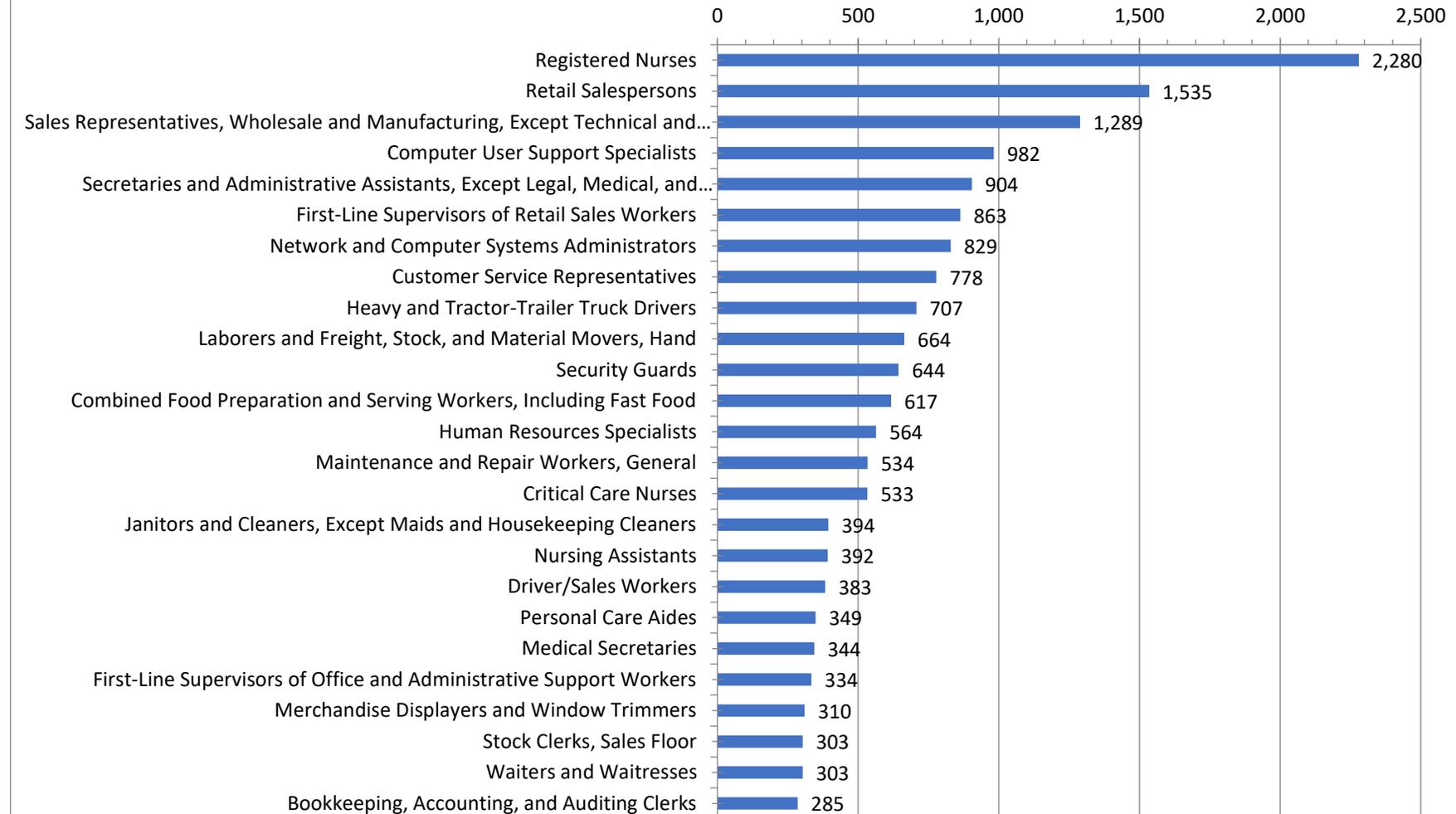
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: October 19, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: **32,660**

The jobs are categorized into the following occupations



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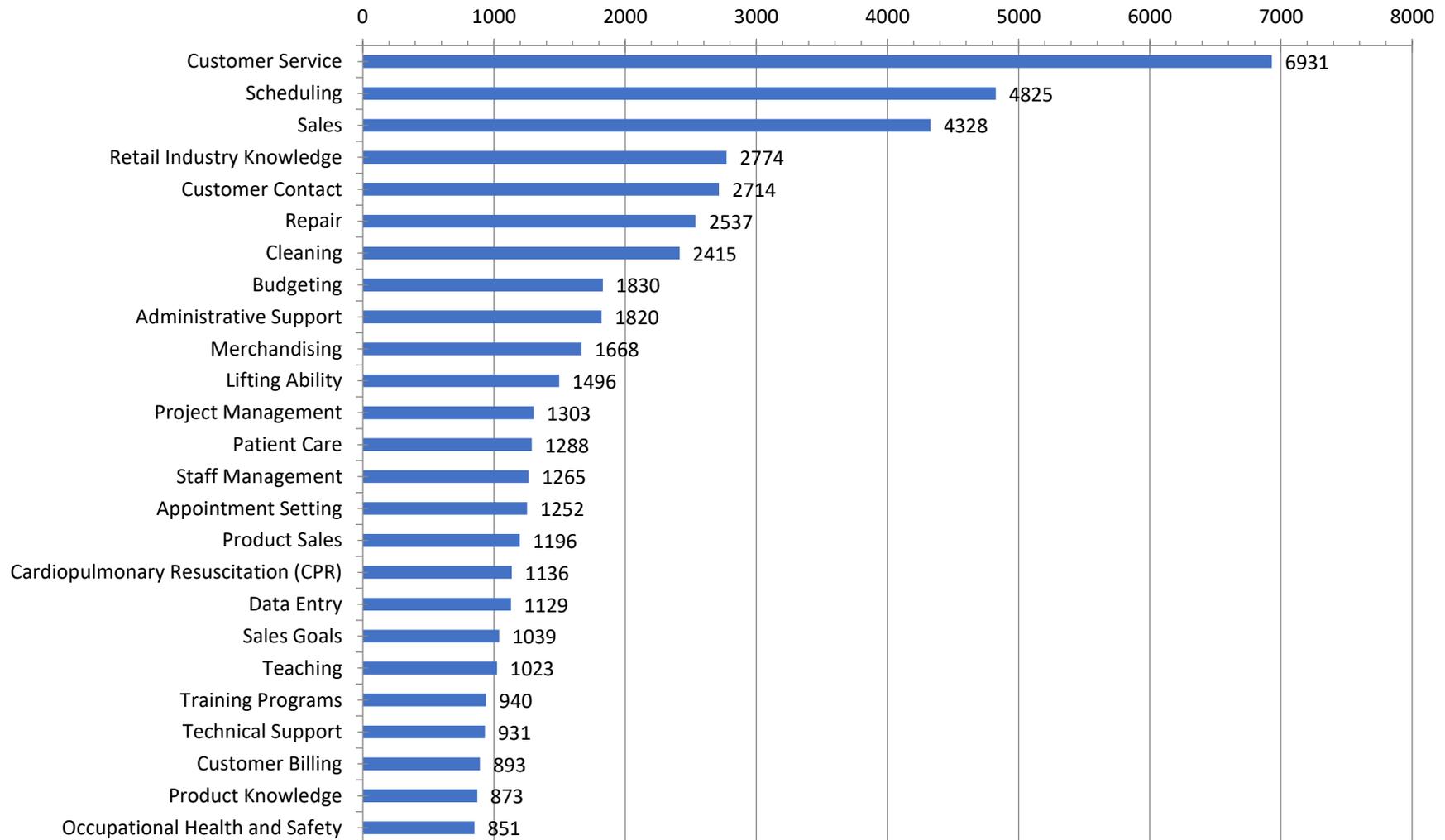
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: October 19, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: **32,660**

The following specialized skills are most requested



Q. 35.9 Employment Market Regional Analysis (10-19-20)

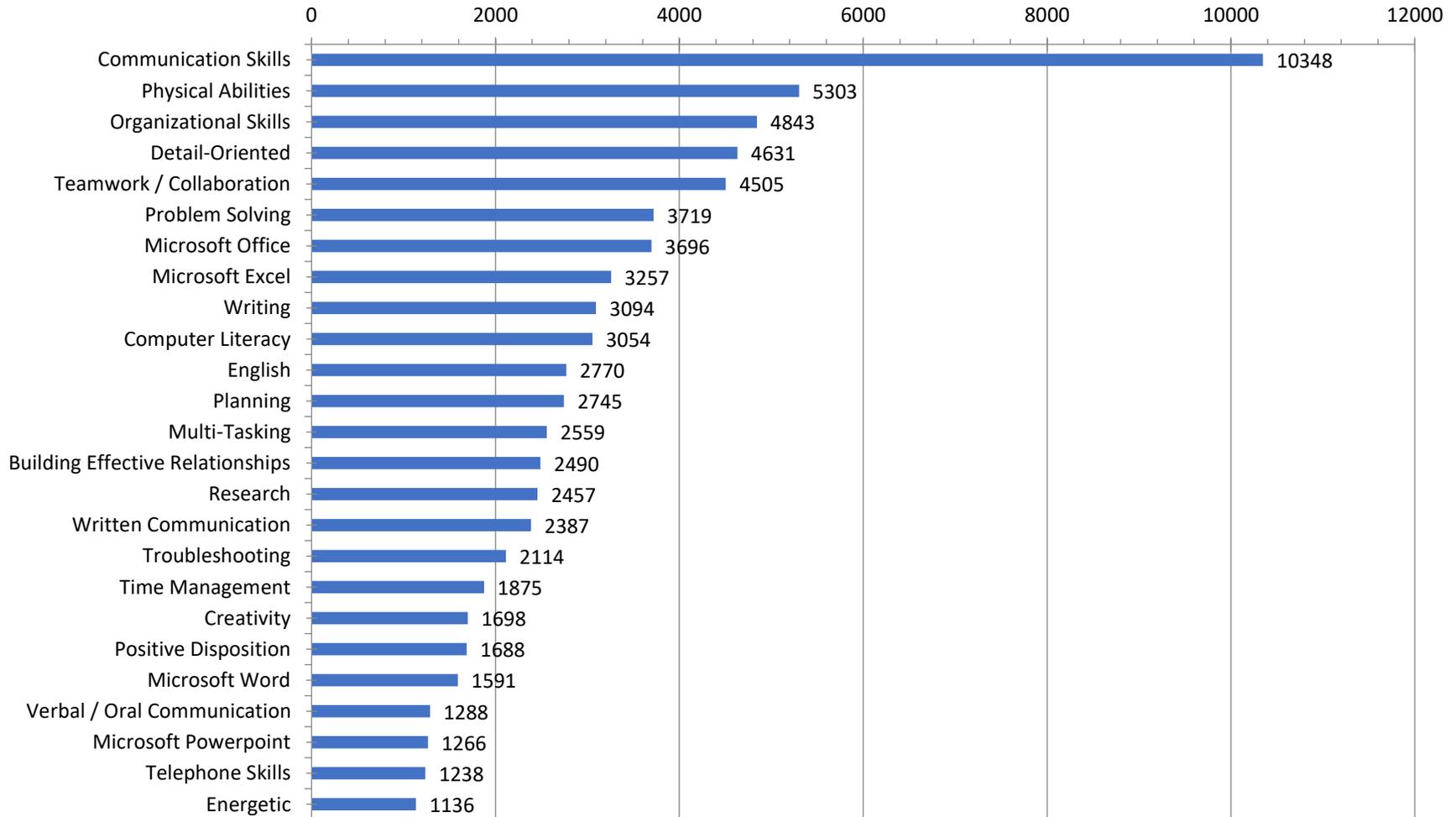
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: October 19, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: **32,660**

The following baseline skills are most requested



Q. 35.9 Employment Market Regional Analysis (10-19-20)

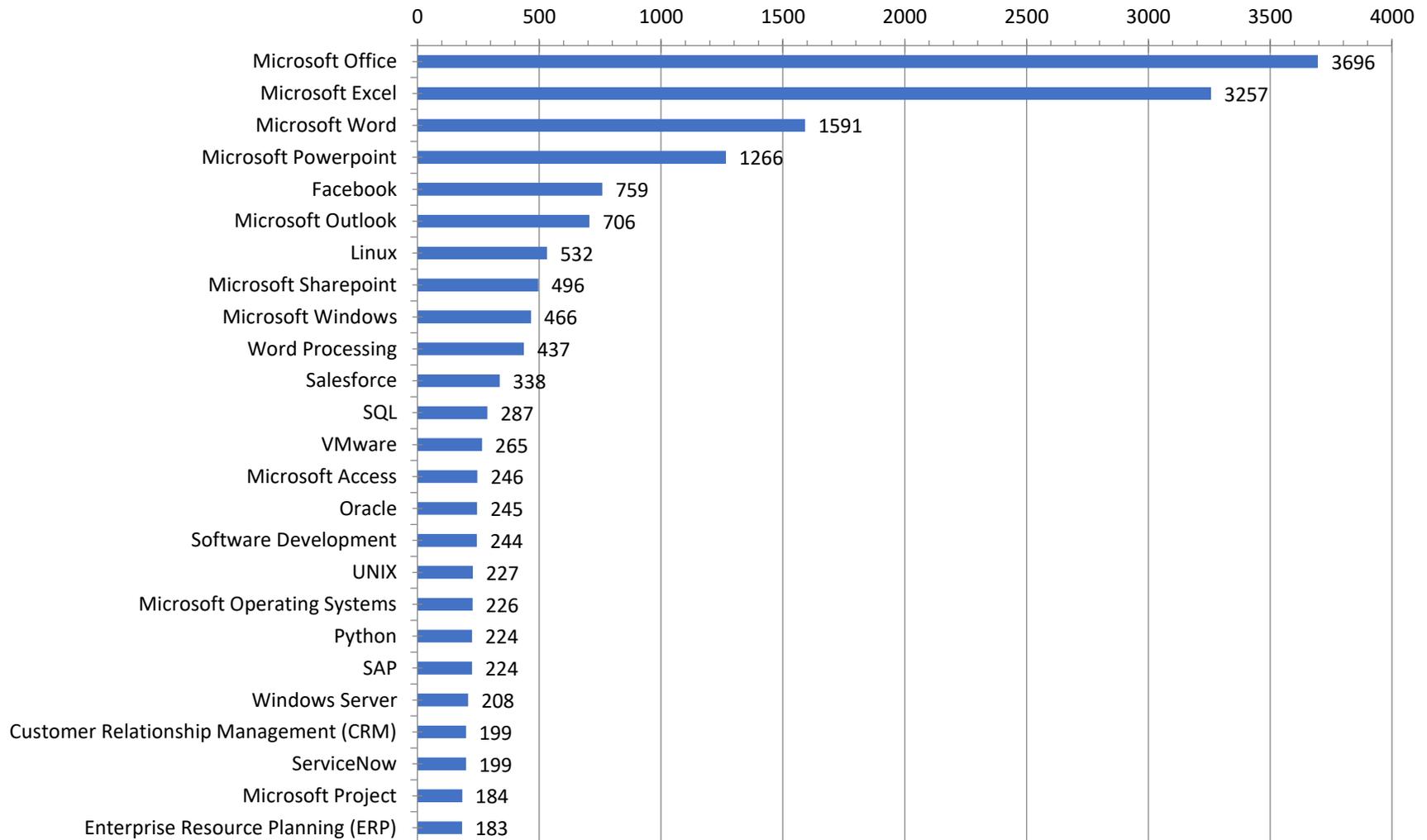
REGION: Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)

STATUS:: October 19, 2020

FILTERS applied: Last 30 days AND (Washington-Arlington-Alexandria, DC-VA-MD-WV (Metropolitan Statistical Area)) AND (Education : Less than a bachelor's degree (inferred))

Postings available with the current filters applied: **32,660**

The following software skills are most requested



Q. 35.10 SOP WIC OSO Meeting

DC One Stop Operator (OSO) Standard Operating Procedures

Author

Date

Kieran Lorenz	10/14/20
---------------	----------

Project Name

Standing Meeting: Workforce Investment Council/One-Stop Operator Meeting
--

Purpose	The purpose of this meeting is to discuss current updates in the week and ongoing projects with the Workforce Investment Council.
Scope	The One-Stop Operator and the Workforce Investment Council meet weekly. Staff who are present include: <ul style="list-style-type: none">• Community Partner Coordinator (OSO)• One-Stop Operator Director (OSO)• Administrative Assistant (OSO)• Deputy Executive Director of the Workforce Investment Council (WIC)• Program Analyst of Data and Performance (WIC)• Senior Compliance Manager (WIC)• Manager of Training and Skills and Development (WIC)
Responsibilities	<ul style="list-style-type: none">• The OSO is responsible for reporting ongoing progress that meets both contractual requirements and support the goals of the WIC.
Activities	<ul style="list-style-type: none">• This meeting is scheduled by the OSO director who also prepares an agenda for the meeting.• The OSO is also responsible for taking minutes and must send the minutes to the WIC within 48 business hours after meeting. These minutes must be tracked and stored on the SharePoint
Budget	

Q. 35.10 SOP WIC OSO Meeting

Additional Resources/Information	
----------------------------------	--

DC One Stop Operator (OSO) Standard Operating Procedures

Author

Date

Kieran Lorenz	10/15/20
---------------	----------

Project Name

American Job Center Mandated Partner Meetings

Purpose	The OSO, the WIC, and AJC mandated Partners meet once a week to discuss updates, collaborate and trouble shoot system wide concerns. Partners also share updates, the OSO, and the WIC will use this time to make requests of Partners. They also serve as one of five State Implementation Working Groups.
Scope	<p>The One-Stop Operator and the Workforce Investment Council meet weekly every Friday morning from 9-10 am. (In response to the pandemic these dates are subject to change.) Staff who are present include:</p> <ul style="list-style-type: none"> • Community Partner Coordinator (OSO) • One-Stop Operator Director (OSO) • Administrative Assistant (OSO) • Ahnna Smith, Executive Director of the Workforce Investment Council (WIC) • Suzanne Towns, Deputy Executive Director of the Workforce Investment Council (WIC) • Brittany Silver, Program Analyst of Data and Performance (WIC) • Bridgette Royster, Grants Manager (WIC) • Rosa Moreno, Chief of Staff (WIC) • Lauren Scott, Senior Compliance Manager (WIC) • Manager of Training and Skills and Development (WIC) • Vanessa Weatherington, Deputy Director Workforce Bureau (DOES) • Pablo Venturino, Associate Director of One-Stop Operations (DOES) • Lakeesha Carr, Sr. Talent Acquisition & Development Manager (DOES) • Arlen Herrell, Associate Director (DOES) • Kilin Boardman-Schroyer, Deputy Assistant Superintendent Adult and Family Education (OSSE)

Q. 35.11 SOP AJC Partner Meeting

	<ul style="list-style-type: none"> • JMichelle Johnson, State Director Adult and Family Education (OSSE) • Justin Cartagena, Job Development Specialist (DCHA) • David Ross, Deputy Administrator of Workforce (DHS) • Geoff King, SNAP E&T Program Manager (DHS) • Bridgette Acklin, SNAP E&T Supvy Vocational Development Specialist (DHS) • Ricky Wilson, Office of Work Opportunity Supervisor (DHS) • Daijuan Wade, Supervisor of Special Projects: Operations and Training (DHS) • Ricky Wright, VRS Program Manager (DDS) • Dr. Mashonda Smith, Dean for Workforce Development and Lifelong Learning (UDC) • Adrienne Wiggins, SCSEP Program Manager (NCBA) • Sermario Wiggins, Center Director (PJC) • Barrington Tolliver, Business Community Liaison (PJC)
Responsibilities	<ul style="list-style-type: none"> • The OSO convenes the meeting and must prepare an agenda prior to the meeting. In a virtual setting the OSO schedules and leads the appointment as well. • The OSO is also responsible for taking minutes and must send the minutes to Partners within 48 business hours after convening. These minutes must be tracked and stored on the SharePoint.
Activities	<ul style="list-style-type: none"> • Topics in this meeting include, but are not limited to: MOU implementation, Data Vault alignment, AJC Certification, CBO outreach, and other program activities. • Often this is a time when Partners share questions and concerns in group.
Budget	<ul style="list-style-type: none"> • AJC Partners will also discuss State Plan Implementation milestones and programmatic activities that impact jobseekers or businesses.
Additional Resources/Information	(SHAREPOINT) Unified State Plan

**AJC Partner Meeting
April 9, 2020**

AGENDA

- I. Disaster Impact and Responses**
 - a. DC Labor Market Updates
 - b. CARES Act
 - c. Funding activities and opportunities

- II. System Updates**
 - a. Unified State Plan
 - b. SAS data review project
 - i. What additional artifacts needed?
 - c. Economic Recovery Team activities
 - i. Additional taskforce and initiatives impacting workforce development strategies (*during and post-COVID-19*)
 - d. OSO Staffing Changes

- III. Partner Activities and Services**
 - a. Review of AJC Partner Modified Operations Survey
 - b. Update on IFA reporting and modification of service provisions past 4/30
 - c. IE&T RFA discussion
 - d. Audit of Customer Technology Access
 - e. Discussion of Virtual Job Fair strategy

- IV. Community Partnerships**
 - a. What resources are needed? (*information, communication support, etc.*)
 - i. Communications strategy

- V. Front-line Staff Support**
 - a. Staff Development Training
 - b. Feasibility of Summit Scheduled for August

- VI. Additional Updates and Next Steps**

Q. 37 OSO Contract Info - America Works Technical Proposal

AWARD/CONTRACT		Reserved for later use		Page of Pages			
				1 41			
2. Contract Number CW86561		3. Effective Date See 20C.		4. Requisition/Purchase Request/Project No.			
5. Issued By: Office of the Contracting and Procurement 441 4 th Street, NW, Suite 700 South Washington, DC 20001		C56code		6. Administered by (If other than line 5) Office of the Deputy Mayor for Education Workforce Investment Council (WIC) 2235 Shannon Place, S.E. Suite 3031 Washington D.C. 20020			
7. Name and Address of Contractor (No. street, city, county, state and Zip Code) America Works of Washington D.C. 1627 K ST. NW , Suite 200 Washington D.C., DC 20006		8. Delivery <input type="checkbox"/> FOB Origin <input checked="" type="checkbox"/> Other		9. Discount for prompt payment:			
		9. Discount for prompt payment:		10. Submit invoices to the Address shown in Section G.2 (2 copies unless otherwise specified)			
		Duns No. TIN					
11. Ship to/Mark For		Code		12. Payment will be made by			
13. Remit Address: Same as 7		14. Accounting and Appropriation Data ENCUMBRANCE CODE:					
15A. Item	15B. Supplies/Services	15C. Qty.	15D. Unit	15E. Unit Price	15F. Amount		
	SEE SCHEDULE B on PAGE 2						
Total Amount of Contract					\$412,261.20		
16. Table of Contents							
X	Section	Description	Page	(X)	Section	Description	Page
PART I – THE SCHEDULE				PART II – CONTRACT CLAUSES			
X	A	Contract Form	1	X	I	Contract Clauses	36-40
X	B	Supplies or Services and Price/Cost	2-3		PART III – LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACHMENTS		
X	C	Specifications/ Work Statement	4-13	X	J	List of Attachments	41
X	D	Packing and Marking	14				
X	E	Inspection and Acceptance	15		K	Representations, Certifications and Other Statements of Offerors	
X	F	Deliveries and Performance	16-18				
X	G	Contract Administration Data	19-22		L	Instructions, conditions & notices to Offerors	
X	H	Special Contract Requirements	23-36		M	Evaluation factors for award	
Contracting Officer will complete Item 17 or 18 as applicable							
17. <input checked="" type="checkbox"/> CONTRACTOR'S NEGOTIATED AGREEMENT (Contractor is required to sign this document and return (2) copies to issuing office.) Contractor agrees to furnish and deliver all items, perform all the services set forth or otherwise identified above and on any continuation sheets, for the consideration stated herein. The rights and obligations of the parties to this Agreement shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, as amended, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. (Attachments are listed herein.)				18. <input type="checkbox"/> AWARD (Contractor is not required to sign this document.) Your offer on Solicitation Number including the additions or changes made by which additions or changes are set forth in full above, is hereby accepted as to the items listed in B.3 and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) this award/contract, and (b) your offer. No further contractual document is necessary.			
19A. Name and Title of Signer (Type or print) Dr. Lee Bowes, Chief Executive Officer				20A. Name of Contracting Office Tia Mercer			
19B.  <small>Signature of person authorized to sign)</small>		19C. Date Signed 10-26-2020		20B. District of Columbia  <small>Signature of Contracting Officer)</small>		20C. Date Signed 10/27/2020	

SECTION B: CONTRACT TYPE, SUPPLIES OR SERVICES AND PRICE/COST

B.1 The District of Columbia Government, on behalf of the Office of the Deputy Mayor for Education (DME), Workforce Investment Council (WIC) (the “District”) is seeking a Contractor to operate and manage a minimum of one comprehensive one-stop career center and two affiliate sites, as defined by the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113- 128, July 22, 2014, in which required and optional partners may be located to provide career services to individuals and business services to companies and other employers. One-Stop Operators are sub-recipients of Federal funds and must follow the Uniform Guidance at 2 CFR part 200, including the contractual provisions in 2 CFR 200.326 and 2 CFR part 2900.

B.2 The District contemplates award of a Cost Reimbursement, Fixed Fee type contract, for a base period of one year and (3) one-year options.

B.3 COST SCHEDULE – COST REIMBURSEMENT All proposals must provide for cost reimbursement as a separate calculation. For-profit offerors are entitled to earn a reasonable and fair profit, which must be in the form of a fixed fee which represents profit. The fixed fee will be included in the calculation in Section M.3.2.

B.4.1 BASE YEAR (Date of Award through One Year Thereafter)

Contract Line Item No. (CLIN)	Item Description	Cost Reimbursement Ceiling
0001	One-Stop Career Centers Operator	\$412,261.20
NTE Total for B.4.1		\$412,261.20

B.4.2 OPTION YEAR ONE

Contract Line Item No. (CLIN)	Item Description	Cost Reimbursement Ceiling/Fixed Fee
1001	One-Stop Career Centers Operator	\$389,067.82
NTE Total for B.4.2		\$389,067.82

Q. 37 OSO Contract Info - America Works Technical Proposal

B.4.3 OPTION YEAR TWO

Contract Line Item No. (CLIN)	Item Description	Cost Reimbursement Ceiling/Fixed Fee
2001	One-Stop Career Centers Operator	\$392,821.62
NTE Total for B.4.3		\$392,821.62

B.4.4 OPTION YEAR THREE

Contract Line Item No. (CLIN)	Item Description	Cost Reimbursement Ceiling/Fixed Fee
3001	One-Stop Career Centers Operator	\$397,549.16
NTE Total for B.4.4		\$397,549.16

B.4.5

FOUR CONTRACT SUMMARY

Base Year	\$412,261.20
Option Year One	\$389,067.82
Option Year Two	\$392,821.62
Option Year Three	\$397,549.16
Grand Total	\$1,591,699.79

B.5 An offeror responding to this solicitation which is required to subcontract shall be required to submit with its proposal, any subcontracting plan required by law. Proposals responding to this RFP may be rejected if the offeror fails to submit a subcontracting plan that is required by law. For contracts in excess of \$250,000, at least 50% of the dollar volume of the contract shall be subcontracted in accordance with section H.9.

A Subcontracting Plan form is available at <http://ocp.dc.gov>, click on “Required Solicitation Documents”.

SECTION C: SPECIFICATIONS/WORK STATEMENT

- C.1** The Office of the Deputy Mayor for Education (DME), Workforce Investment Council (WIC) (the “District”) seeks a Contractor to provide One-Stop Operator (OSO) services for the District of Columbia workforce development system.
 - C.1.1** The Contractor shall serve as the one-stop operator for a minimum of one comprehensive one-stop career center and two affiliate sites, as defined by the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113- 128, July 22, 2014, in which required and optional partners may be located to provide career services to individuals and business services to companies and other employers.
 - C.1.2** Under the hybrid model used by the District, while the Contractor shall serve as the one-stop operator for the one-stop career centers located within the District of Columbia, they **shall not** act as the manager of the one-stop career centers. The Department of Employment Services (DOES) shall serve as the manager of the one-stop career centers.
 - C.1.3** The Contractor **shall not** be engaged in the provision of direct services to customers; rather, the Contractor shall act as a coordinator of service providers within the one-stop system. The Contractor shall ensure that they have sufficient staffing capacity and expertise to perform duties which will include enhancing general coordination of the one-stop system; facilitating, streamlining, and integrating partner services; tracking and improving the one-stop referral processes; measuring, reporting, and recommending improvements to one-stop system performance; and various duties related to staff training and development.

C.2 APPLICABLE DOCUMENTS

The following documents are applicable to this procurement and are hereby incorporated by this reference:

Item No.	Document Type	Title	Date
1	U.S. Law	<u>Workforce Innovation and Opportunity Act of 2014 (Public Law 113-128)</u>	July 22, 2014
2	Federal Guidance	<u>TEGL 04-15 Vision for the One-Stop Delivery System under the Workforce Innovation and</u>	August 13, 2015
3	Mayor’s Order	<u>Mayor’s Order 2016-086: Establishing the Workforce Investment Council</u>	June 2, 2016

Q. 37 OSO Contract Info - America Works Technical Proposal

4	Federal Regulations	<u>WIOA Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions; Final Rule</u>	August 19, 2016
5	Federal Guidance	<u>TEGL 15-16, Competitive Selection of One-Stop Operators</u>	January 17, 2017
6	Federal Guidance	<u>TEGL- 16-16, One-Stop Operations Guidance for the American Job Center Network</u>	January 18, 2017
7	Federal Guidance	<u>TEGL 16-16, Change 1- Change 1 to Training and Employment Guidance Letter (TEGL) 16-16 One-Stop Operations Guidance for the American Job Center Network</u>	June 16, 2017
8	Federal Guidance	<u>TEGL 14-18, Aligning Performance Accountability Reporting, Definitions, and Policies Across Workforce Employment Training Programs Administered by the U.S. Department of Labor (DOL)</u>	March 25, 2019
9	WIC Publication	<u>Career Pathways Strategic Plan</u>	January 15, 2020
10	Federal Guidance	<u>TEGL 11-19, Negotiations and Sanctions Guidance for the Workforce Innovation and Opportunity Act (WIOA) Core Programs</u>	February 6, 2020
11	Federally-mandated state plan	<u>DC WIOA State Workforce Development Strategic Plan</u>	Submitted for to USDOL March 2020
12	Local Agreement	AJC Memoranda of Understanding Between One-Stop Partners in the DC Workforce Development System (hereafter referred to as AJC MOUs)	Updated annually

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C.3 DEFINITIONS

These terms when used in this RFP have the following meanings:

- C.3.1 American Job Center (AJC)** – Also defined as “one-stop center,” a physical location where job seeker and employer customers can access one or more of the programs, services, and activities of one-stop partners.
- C.3.2 Core Partners and Core Programs** - The one-stop delivery system includes six core programs, the providers of which are considered to be Core Partners: Title I (Adult, Dislocated Worker, and Youth), Title II (Adult Education and Family Literacy), Title III (Wagner-Peyser), and Title IV (Vocational Rehabilitation (VR) programs).
- C.3.2 Expenditure Guide** – Per D.C. Code § 32–1622, the District publishes an annual Expenditure Guide for the fiscal year that captures data for workforce development programs implemented by the agencies enumerated in the code provisions; specifically, the Guide provides information on program funding and services provided to D.C. residents, including support services, employment services, and workforce education and training programs. While the Contractor will not be engaged in the development of the Guide, it is available as a resource.
- C.3.3 Integrated Service Delivery** – WIOA requires that customers have access to a seamless system of high-quality services through coordination of programs, services, and governance structures in order to achieve a more job-driven approach to training and skills development. Delivery of services for customers of the public workforce system, including job-seekers and business, which are intended to align the public workforce system with regional economies and strengthen the One-Stop center network.
- C.3.4 Mandated Partners** – Mandated Partners refers to both Core Partners and Required Partners.
- C.3.5 One-Stop System** – Under WIOA, a system under which entities responsible for administering separate workforce investment, educational, and other human resource programs and funding streams (referred to as one-stop partners) collaborate to create a seamless system of service delivery that will enhance access to the programs’ services and improve long-term employment outcomes for individuals receiving assistance. This system includes core programs and other one-stop partner programs.
- C.3.6 Optional Partners** - In addition to Required Partners, local boards have the flexibility to also include additional partners in one-stop centers. WIOA specifically identifies the following federally funded partners: Employment and training programs administered by the Social Security Administration, including the Ticket to Work and the Self-Sufficiency

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Program; employment and training programs carried out by the Small Business Administration; Supplemental Nutrition Assistance Program (SNAP) employment and training programs; Client Assistance Programs; and programs authorized under the National and Community Service Act of 1990. WIOA allows other partners to be part of the one-stop delivery system, including local employers and community-based, faith-based, and/or non-profit organizations, as well as employment, education, and training programs provided by public libraries or in the private sector.

- C.3.7 Required Partners** - In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs are required to provide access through the one-stops: Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American Programs, HUD Employment and Training Programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program, Senior Community Service Employment Program, Temporary Assistance for Needy Families (TANF), Trade Adjustment Assistance Programs, unemployment Compensation Programs, and YouthBuild. In the District of Columbia, TANF is an optional one-stop partner.
- C.3.8 Sector Strategies** (also known as sector initiatives or sector partnerships) – Regional employer-driven partnerships of industry, education and training, and other stakeholders that develop a deep understanding of the interrelationships between business competitiveness and the workforce needs of the targeted industry. Also creates credible workforce solutions tailored to the industry and region.
- C.3.9 Title I** – Workforce Development Activities – job training and related services to unemployed or underemployed individuals, including adults, dislocated workers, and youth.
- C.3.10 Title II** – Adult Education and Literacy – education services to assist in adults in improving their basic skills, completing secondary education, and transitioning to postsecondary education.
- C.3.11 Title III** – Wagner-Peyser – Under Title III of WIOA, Wagner-Peyser streamlines services into the one-stop system.
- C.3.12 Title IV** – Vocational Rehabilitation – Employment-related vocational rehabilitation services to individuals with disabilities.
- C.3.13 Workforce Development System** – While inclusive of the programs and services provided under the one-stop system, the workforce development system also makes available other programs providing employment and training services as identified by a State board or local board.

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C.3.14 Workforce Innovation and Opportunity Act (WIOA) - Signed into law on July 22, 2014, WIOA governs the federally funded workforce development system and is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy.

C.3.15 Workforce System Training Plan – A plan to assure one-stop staff understands their roles in workforce system initiatives impacting customers, including training related to career pathways, sector strategies, a coordinated referral process, the communication and implementation of non-program-related policies and procedures, and integrated service delivery.

C.4 BACKGROUND

C.4.1 The Workforce Innovation and Opportunity Act, (WIOA) was signed into law by former President Barack Obama on July 22, 2014, and took effect on July 1, 2015. WIOA supersedes the Workforce Investment Act of 1998 (WIA) and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. As the first legislative reform in 15 years of the public workforce system, WIOA provides for a paradigm shift in how workforce services are delivered and fosters innovative practices to increase performance, enhance customer service, and better meet the needs of jobseekers and businesses.

C.4.2 The establishment of a one-stop delivery system is a cornerstone of the reforms contained in WIOA. The one-stop system serves as the doorway to the public workforce system. As such, the District must ensure all customers have access to high-quality one-stop centers that connect them with the full range of services available in their communities. The one-stop delivery system includes six Core Partner programs, as well as Required Partner and Optional Partner programs. These partners and programs, which are jointly responsible for workforce and economic development, educational, and other human resource programs, must collaborate to create a seamless, customer-focused one-stop delivery system that integrates service delivery across all programs and enhances access to services.

C.4.3 The DC WIC is a government entity, led by a majority private sector board, that is dedicated to developing a system where:

- a. Employers are driving the demand for training;
- b. Training providers are offering programs that lead to credentials and experiences that make residents competitive for high-demand occupations in high-growth sectors; and

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- c. District agencies and community partners provide coordinated, cohesive, and integrated services to help communities thrive.

Like a small number of other states and territories, DC consists of a single local workforce area, with multiple agencies/partners carrying out workforce activities. Given this structure, a main focus for the WIC is convening and coordinating agencies across the system to ensure alignment and a coordinated approach to delivering services. The one-stop operator role is critical to the WIC being able to achieve its vision of a coordinated and aligned system within the District of Columbia.

C.4.4 Under WIOA, high-quality one-stop centers are marked by the following characteristics:

- a. Providing excellent customer service to jobseekers, workers, and businesses in a welcoming environment, ensuring access to all.
- b. Reflecting innovative and effective service design, based on evidence-based delivery models, and in-line with the needs of area high-demand sectors.
- c. Operating efficiently through the establishment of robust partnerships, integrated service delivery and case management systems, and well-trained and competent staff.
- d. Focused on performance and continuous improvement to ensure impactful results for customers.

C.4.5 The U.S. Department of Labor (USDOL) issued guidance via TEGL 16-16 detailing the activities a One-Stop Operator performs through the American Job Centers, which include:

- a. Managing a functionally aligned and integrated effort to focus on one-stop customer needs (including businesses and job-seekers) and the needs of the community to improve the local economy;
- b. Developing and implementing policies for an integrated system using technology to achieve integration and expand service offerings; and
- c. Evaluating whether one-stop center staff possesses the appropriate training, tools and equipment needed to carry out job functions, to maximize staff productivity and efficiency, and to effectively provide integrated service delivery.

C.4.6 The Workforce Investment Council (WIC) Board is the WIOA-required state workforce investment board in the District of Columbia. The WIC also carries out the functions of a local board under WIOA, including leading the competitive procurement of a One-Stop Operator. The WIC Board is comprised of representatives from the private-sector, organized labor, nonprofit organizations, and District government; with a majority of members being private-sector officials. Its membership represents a diverse range of stakeholders seeking to improve

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the District's workforce investment system. The WIC Board is taking meaningful steps to elevate the District's one-stop centers to be part of a world-class workforce development system, in-line with the vision laid out in WIC's Unified State Plan:

Every DC resident is ready, able, and empowered to discover and attain their fullest potential through lifelong learning, sustained employment, and economic security. Businesses are connected to the skilled DC residents they need to compete globally, are full participants in the workforce system, and drive the District's economic growth. Residents and businesses in all eight wards are supported by a system that includes coordinated, cohesive, and integrated government agencies and partners working to help communities thrive.

C.4.7 The WIC seeks a one-stop operator to serve the comprehensive and affiliate centers in the District. The District's American Job Centers are currently located at:

- **Career Center**

4058 Minnesota Avenue,
NE Washington, DC
20019

- **Career Center**

5171 South Dakota Avenue,
NE Washington, DC 20017

- **Career Center**

2000 14th Street, NW 3rd
Floor Washington, DC
20009

C.4.8 The WIC seeks offerors who are able to fulfill the scope utilizing innovative approaches to make the District's one-stop system an integral part of this vision.

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C.5 REQUIREMENTS

The Contractor shall perform the following tasks described in C.5.1 thru C.5.7:

C.5.1 Stay informed and comply with the applicable documents listed above in section C.2 and future applicable documents, including provisions of WIOA, the relevant federal guidance, local laws, WIC policies and guidance, and the terms of the applicable AJC MOUs that may affect their performance or duties under this contract

C.5.2 General Coordination of all one-stop partner staff within the one-stop system:

- a. As directed by the WIC, participate in the certification of American Job Centers within the District;
- b. Serve as a liaison between the WIC, AJCs, and partners, as necessary, to ensure implementation of workforce system policies related to one-stop services;
- c. Subject to WIC approval, perform regular site visits to District AJCs for the purpose of monitoring performance and identifying opportunities for improvement in the District one-stop system;
- d. In partnership and subject to approval by the WIC, develop standard operating procedures for all partner staff in American Job Centers, including both virtual partners and those physically occupying space within the centers;
- e. Monitor for adherence to WIC policies and procedures and identify all required AJC partner MOUs including with respect to service provision, data sharing, staff scheduling, space needs, invoicing process, and other commitments, and developing a report on relevant needs and MOU adherence on a quarterly basis in coordination with AJC management;
- f. Develop and maintain a notification process to inform the WIC about partners seeking new, additional, or expanded workspace, funding, programs and/or projects;
- g. Facilitate regular all-staff meetings for AJCs and partner employees, including scheduling the meeting, preparing meeting materials for WIC approval, distributing meeting materials to the meeting attendees, taking minutes, drafting follow-up notes for WIC approval, and distributing those notes once approved;
- h. Facilitate bi-monthly partner meetings to review AJC performance data, review trends and needs, areas for improvement, scheduling and operational coordination. Facilitation of meeting can include, scheduling, preparing meeting materials for WIC approval, distributing meeting materials to the meeting attendees, taking minutes, drafting follow-up notes for WIC approval, and distributing those notes once approved;
- i. Regularly review report and recommend improvements on the accessibility of the one-stop system to individuals with disabilities;
- j. The Contractor shall participate in future workforce system initiatives, including the implementation of new partnerships, programs, services, or other projects by the WIC or partners or providers. The Contractor shall participate in these initiatives as directed by the WIC; and

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C.5.3 Facilitate, streamline and integrate partner services:

- a. Stay informed of new services or new service organizations within the community and report the services or organizations to the WIC on a regular basis;
- b. Identify and connect potential providers of career, training, or supportive services to the workforce system, and collect pertinent information to determine whether potential work-based training providers meet system established criteria;
- c. As directed by the WIC, market the District's one-stop system by maximizing outreach and recruitment strategies to increase customer traffic and access to services;
- d. Review the current available services offered by providers within the one-stop centers and develop a report with recommendations for the establishment of functional clusters;
- e. Ensure that members of each functional cluster are equipped to provide a similar range of services to potential one-stop customers;
- f. Assess service delivery with partners, including customer trends and needs, and identify opportunities to improve individual partner and system performance;
- g. Review customer satisfaction feedback to ensure a customer service-centric culture, and use survey findings to develop recommendations for improvement; and
- h. Using assessment information gathered from C.5.3 (f) and C.5.3 (g) to better coordinate, streamline and develop resources for the majority of customers.

C.5.4 Coordinate and improve the referral process within the one-stop system, including:

- a. Review intake and referral processes to determine if they are customer-centered and provided by staff trained in customer service, and report recommendations for improvements to the WIC;
- b. Develop recommendations for implementing a shared referral process among the AJCs and each individual partner;
- c. Monitor the one-stop system's ability to refer and connect customers to appropriate programs;
- d. Track one-stop referrals and enrollments received through WIOA core programs operated by required and optional partner agencies, and identified community organizations, as appropriate, in furtherance of an integrated service delivery system; and
- e. Use assessment information gathered from C.5.3(f) to assist system partners in matching customers to appropriate services and ensuring smooth referrals/handoffs; and
- f. Ensure customer referrals are made through means determined in cooperation with partners and operators; ensure referrals are made and tracked/monitored.

C.5.5 Performance Evaluation and continuous improvement of performance of the one-stop system, including:

- a. Assist with the development of key performance metrics that measure the effectiveness in one-stop service delivery, including the creation of business rules that clearly explain how

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- metrics are calculated and frequency of reporting. Ensure a shared understanding among partners of the business rules and impacts to reporting;
- b. Collect monthly performance metrics from core partners and WIC-designated service providers to determine whether potential work-based training providers meet system established criteria;
 - c. Analyze key performance metrics, identify high and low performing areas to target for continuous improvement, develop report to be shared with partners for WIC approval;
 - d. Develop and implement a process to measure one-stop effectiveness by tracking performance outcomes to assess the quality of services provided to customers as they are guided through the workforce system;
 - e. Facilitate a bi-monthly meeting with the WIC leadership and partnering organizations to report on one-stop service delivery performance metrics and discuss challenges and opportunities for continuous improvement;
 - f. Summarize preliminary performance data trends and areas for continuous improvement in WIC monthly, bi-monthly, and quarterly reports; and
 - g. Collaborate with system partners to develop an annual comprehensive report that details performance on collectively identified key metrics. Information from this report will be shared with the WIC board, as directed by the WIC.

C.5.6 Coordinating the delivery of partner staff training, including:

- a. Ensuring provision of approved workforce system staff training by developing and implementing, in coordination with one-stop partners and via approval from the WIC, a workforce system training plan;
- b. Work with the WIC and partners to define and provide a means to meet compliance and service delivery needs, such as training, technical assistance, and additional resources
- c. Create an annual needs assessment that identifies existing and ongoing skills gaps and training needs amongst WIC, AJC and partner agency staff to ensure their success in supporting one-stop activities, and working with existing partners to identify and utilize available “in-house” solutions or resources to address gaps;
- d. Participate in staff capacity-building and development, including but not limited to cross-training between partner staff;
- e. Provide recommendations at bi-monthly AJC partner meetings regarding specific professional development and training needs; and
- f. Report results of staff training to the WIC and other system partners for approval.

C.5.7 The WIC seeks offerors who are able to fulfill the scope utilizing innovative approaches to make the District’s one-stop system an integral part of this vision.

SECTION D: PACKAGING AND MARKING

- D.1** The packaging and marking requirements for this contract shall be governed by clause number (2), Shipping Instructions-Consignment, of the Government of the District of Columbia's Standard Contract Provisions for use with Supplies and Services Contracts, dated July 2010. (Attachment J.1)

SECTION E: INSPECTION AND ACCEPTANCE

- E.1** The inspection and acceptance requirements for this contract shall be governed by clause number six (6), Inspection of Services of the Government of the District of Columbia's Standard Contract Provisions for use with Supplies and Services Contracts, dated July 2010. (Attachment J.1)

SECTION F: PERIOD OF PERFORMANCE AND DELIVERABLES

F.1 TERM OF CONTRACT

The term of the contract shall be for a period of one year from the date of award specified on the cover page of this contract.

F.2 OPTION TO EXTEND THE TERM OF THE CONTRACT

F.2.1 The District may extend the term of this contract for a period of three (3) one-year option periods, or successive fractions thereof, by written notice to the Contractor before the expiration of the contract; provided that the District will give the Contractor preliminary written notice of its intent to extend at least thirty (30) days before the contract expires. The preliminary notice does not commit the District to an extension. The exercise of this option is subject to the availability of funds at the time of the exercise of this option. The Contractor may waive the thirty (30) day preliminary notice requirement by providing a written waiver to the Contracting Officer prior to expiration of the contract.

F.2.2 If the District exercises this option, the extended contract shall be considered to include this option provision.

F.2.3 The price for the option period shall be as specified in the Section B of the contract.

F.2.4 The total duration of this contract, including the exercise of any options under this clause, shall not exceed four (4) years.

F.3 DELIVERABLES

The Contractor shall perform the activities required to successfully complete the District’s requirements and submit each deliverable to the Contract Administrator (CA) identified in section G.9 in accordance with the following:

Item	Deliverable	Format/Method of Delivery	Due Date
1	Aggregate report, per month and cumulative, showing system- wide performance for one-stop partners that includes data on: number of referrals, number of enrollments, and length of time from referral to enrollment, as described in C.5.5(e)	Spreadsheet emailed monthly and incorporated in monthly meeting presentation	Monthly; contingent upon receipt of data from partners
2	Raw data file for aggregate report mentioned in item 1 that includes data on: number of referrals, number of enrollments, and length of time from referral to enrollment, as described in C.5.5(e)	Spreadsheet transmitted via secure portal	Monthly; contingent upon receipt of data from partners

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3	<p>Quarterly report containing:</p> <p>1.Partner performance report including data on: percent of referrals successfully enrolled, percent of enrollees who complete program, percent of enrollees who obtain employment, and percent of enrollees who maintain employment for at least three months, as described in C.5.5(e)</p> <p>2.Partner performance report for customers to help inform their selection of training programs or services that they are qualified to receive, as described in C.5.5(c) and C.5.5(e)</p> <p>3.MOU adherence report detailing whether agreements are being honored, gaps in adherence, and recommendations for enhancing MOU adherence, as described in C.5.2(d)</p>	Emailed report to WIC	Quarterly
4	Proposed standard operating procedures as described in C.5.2(c)	Report emailed to the WIC Staff	Within 3 months of award; Review Annually
5	Meeting materials as described in C.5.2.(g-h)	Materials emailed	As needed
6	Draft proposal of notification process for informing WIC about partners seeking new, additional, or expanded workspace, funding, programs, or projects as described in C.5.2(e)	Report emailed to WIC Staff	Within 3 months of award
7	Report on new services, service organizations and development of functional clusters as described in C.5.3(a) and C.5.3(d).	Report emailed to WIC Staff	Quarterly
8	Develop recommendations for the implementation of a shared referral process among the AJCs and each individual partner as described in C.5.4(b)	Report emailed to WIC Staff	Within 6 months of award
9	Workforce System Training Plan, to ensure staff capacity and competency, as described in C.5.6(a) and defined in C.3.15	Report emailed to WIC Staff	As needed
10	Staff needs assessment identifying existing skills gaps among WIC and	Annual report with quarterly progress updates emailed to WIC staff	Annually

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	partner agency staff as described in C.5.6(c)		
11	Staff training results report as described in C.5.6(f)	Report emailed to WIC Staff	As needed

F.3.1 The Contractor shall submit to the District, as a deliverable, the report described in section H.5.5 that is required by the 51% District Residents New Hires Requirements and First Source Employment Agreement. If the Contractor does not submit the report as part of the deliverables, final payment to the Contractor shall not be paid pursuant to section G.3.2.

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G.1 INVOICE PAYMENT

- G.1.1** The District will make payments to the Contractor, upon the submission of proper invoices, at the prices stipulated in this contract, for supplies delivered and accepted or services performed and accepted, less any discounts, allowances or adjustments provided for in this contract.
- G.1.2** The District will pay the Contractor on or before the 30th day after receiving a proper invoice from the Contractor.

G.2 INVOICE SUBMITTAL

- G.2.1** The Contractor shall create and submit payment requests in an electronic format through the DC Vendor Portal, <https://vendorportal.dc.gov>
- G.2.2** The Contractor shall submit proper invoices on a monthly basis or as otherwise specified in Section G.4.
- G.2.3** To constitute a proper invoice, the Contractor shall enter all required information into the Portal after selecting the applicable purchase order number which is listed on the Contractor's profile.

G.3 FIRST SOURCE AGREEMENT REQUEST FOR FINAL PAYMENT

- G.3.1** For contracts subject to the 51% District Residents New Hires Requirements and First Source Employment Agreement requirements, final request for payment must be accompanied by the report or a waiver of compliance discussed in section H.5.5.
- G.3.2** The District shall not make final payment to the Contractor until the agency CFO has received the CO's final determination or approval of waiver of the Contractor's compliance with 51% District Residents New Hires Requirements and First Source Employment Agreement requirements.

G.4 PAYMENT

G.4.1 PAYMENTS ON PARTIAL DELIVERIES OF SERVICES

Unless otherwise specified in this contract, payment will be made on deliveries completed of services accepted by the District. Contractor will receive payment after proper invoices are submitted

G.5 ASSIGNMENT OF CONTRACT PAYMENTS

- G.5.1** In accordance with 27 DCMR 3250, the Contractor may assign to a bank, trust company, or other financing institution funds due or to become due as a result of the performance of this contract.
- G.5.2** Any assignment shall cover all unpaid amounts payable under this contract, and shall not be made to more than one party.
- G.5.3** Notwithstanding an assignment of contract payments, the Contractor, not the assignee, is required to prepare invoices. Where such an assignment has been made, the original copy of the invoice

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must refer to the assignment and must show that payment of the invoice is to be made directly to the assignee as follows:

“Pursuant to the instrument of assignment dated _____, make payment of this invoice to (name and address of assignee).”

G.6 THE QUICK PAYMENT ACT

G.6.1 Interest Penalties to Contractors

G.6.1.1 The District will pay interest penalties on amounts due to the Contractor under the Quick Payment Act, D.C. Official Code § 2-221.01 *et seq.*, as amended, for the period beginning on the day after the required payment date and ending on the date on which payment of the amount is made. Interest shall be calculated at the rate of at least 1.5% per month. No interest penalty shall be paid if payment for the completed delivery of the item of property or service is made on or before the required payment date. The required payment date shall be:

G.6.1.1.1 The date on which payment is due under the terms of the contract;

G.6.1.1.2 Not later than 7 calendar days, excluding legal holidays, after the date of delivery of meat or meat food products;

G.6.1.1.3 Not later than 10 calendar days, excluding legal holidays, after the date of delivery of a perishable agricultural commodity; or

G.6.1.1.4 30 calendar days, excluding legal holidays, after receipt of a proper invoice for the amount of the payment due.

G.6.1.2.2 5th day after the required payment date for an agricultural commodity; or

G.6.1.2.3 15th day after any other required payment date.

G.6.1.3 Any amount of an interest penalty which remains unpaid at the end of any 30-day period shall be added to the principal amount of the debt and thereafter interest penalties shall accrue on the added amount.

G.6.2 Payments to Subcontractors

G.6.2.1 The Contractor must take one of the following actions within seven (7) days of receipt of any amount paid to the Contractor by the District for work performed by any subcontractor under the contract:

G.6.2.1.1 Pay the subcontractor(s) for the proportionate share of the total payment received from the District that is attributable to the subcontractor(s) for work performed under the contract; or

G.6.2.1.2 Notify the CO and the subcontractor(s), in writing, of the Contractor’s intention to withhold all or part of the subcontractor’s payment and state the reason for the nonpayment.

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- G.6.2.2** The Contractor must pay any subcontractor or supplier interest penalties on amounts due to the subcontractor or supplier beginning on the day after the payment is due and ending on the date on which the payment is made. Interest shall be calculated at the rate of at least 1.5% per month. No interest penalty shall be paid on the following if payment for the completed delivery of the item of property or service is made on or before the:
- G.6.2.2.1** 3rd day after the required payment date for meat or a meat product;
 - G.6.2.2.2** 5th day after the required payment date for an agricultural commodity; or
 - G.6.2.2.3** 15th day after any other required payment date.
- G.6.2.3** Any amount of an interest penalty which remains unpaid by the Contractor at the end of any 30-day period shall be added to the principal amount of the debt to the subcontractor and thereafter interest penalties shall accrue on the added amount.
- G.6.2.4** A dispute between the Contractor and subcontractor relating to the amounts or entitlement of a subcontractor to a payment or a late payment interest penalty under the Quick Payment Act does not constitute a dispute to which the District is a party. The District may not be interpleaded in any judicial or administrative proceeding involving such a dispute.
- G.6.3** **Subcontract requirements.** The Contractor shall include in each subcontract under this contract a provision requiring the subcontractor to include in its contract with any lower-tier subcontractor or supplier the payment and interest clauses required under paragraphs (1) and (2) of D.C. Official Code § 2-221.02(d).

G.7 CONTRACTING OFFICER (CO)

Contracts will be entered into and signed on behalf of the District only by contracting officers. The contact information for the Contracting Officer is:

Tia M. Mercer
Supervisory Contract Specialist/Contracting Officer
441 4th Street N.W. Suite 330 South
Washington D.C. 20001
Phone No: 202-724-5446 - Desk
Email: tia.mercer@dc.gov

G.8 AUTHORIZED CHANGES BY THE CONTRACTING OFFICER

- G.8.1** The CO is the only person authorized to approve changes in any of the requirements of this contract.
- G.8.2** The Contractor shall not comply with any order, directive or request that changes or modifies the requirements of this contract, unless issued in writing and signed by the CO.
- G.8.3** In the event the Contractor effects any change at the instruction or request of any person other than the CO, the change will be considered to have been made without authority and no adjustment will be made in the contract price to cover any cost increase incurred as a result thereof.

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G.9 CONTRACT ADMINSTRATOR (CA)

G.9.1 The CA is responsible for general administration of the contract and advising the CO as to the Contractor's compliance or noncompliance with the contract. The CA has the responsibility of ensuring the work conforms to the requirements of the contract and such other responsibilities and authorities as may be specified in the contract. These include:

G.9.1.1 Keeping the CO fully informed of any technical or contractual difficulties encountered during the performance period and advising the CO of any potential problem areas under the contract;

G.9.1.2 Coordinating site entry for Contractor personnel, if applicable;

G.9.1.3 Reviewing invoices for completed work and recommending approval by the CO if the Contractor's costs are consistent with the negotiated amounts and progress is satisfactory and commensurate with the rate of expenditure;

G.9.1.4 Reviewing and approving invoices for deliverables to ensure receipt of goods and services. This includes the timely processing of invoices and vouchers in accordance with the District's payment provisions; and

G.9.1.5 Maintaining a file that includes all contract correspondence, modifications, records of inspections(site, data, equipment) and invoice or vouchers.

G.9.2 The address and telephone number of the CA is:

**Bridgette Royster
Office of the Deputy Mayor for Education
Workforce Investment Council (WIC)
2235 Shannon Place, S.E., Suite 3031
Washington, D.C. 20020
Telephone (202)-227.0087
Email: jasmine.illa1@dc.gov**

G.9.3 The CA shall NOT have the authority to:

1. Award, agree to, or sign any contract, delivery order or task order. Only the CO shall make contractual agreements, commitments or modifications;
2. Grant deviations from or waive any of the terms and conditions of the contract;
3. Increase the dollar limit of the contract or authorize work beyond the dollar limit of the contract,
4. Authorize the expenditure of funds by the Contractor;
5. Change the period of performance; or
6. Authorize the use of District property, except as specified under the contract.

G.9.4 The Contractor will be fully responsible for any changes not authorized in advance, in writing, by the CO; may be denied compensation or other relief for any additional work performed that is not so authorized; and may also be required, at no additional cost to the District, to take all corrective action necessitated by reason of the unauthorized changes.

SECTION H: SPECIAL CONTRACT REQUIREMENTS

H.1 HIRING OF DISTRICT RESIDENTS AS APPRENTICES AND TRAINEES

H.1.1 For all new employment resulting from this contract or subcontracts hereto, as defined in Mayor's Order 83-265 and implementing instructions, the Contractor shall use its best efforts to comply with the following basic goal and objectives for utilization of bona fide residents of the District of Columbia in each project's labor force:

H.1.1.1 At least fifty-one (51) percent of apprentices and trainees employed shall be residents of the District of Columbia registered in programs approved by the District of Columbia Apprenticeship Council.

H.1.2 The Contractor shall negotiate an Employment Agreement with the Department of Employment Services (DOES) for jobs created as a result of this contract. The DOES shall be the Contractor's first source of referral for qualified apprentices and trainees in the implementation of employment goals contained in this clause.

H.2 DEPARTMENT OF LABOR WAGE DETERMINATIONS

The Contractor shall be bound by the Wage Determination No. *2015-4281*, Revision 16 dated April 23, 2020, issued by the U.S. Department of Labor in accordance with the Service Contract Act, 41 U.S.C. § 351 *et seq.*, and incorporated herein as Section J.2. The Contractor shall be bound by the wage rates for the term of the contract subject to revision as stated herein and in accordance with clause 24 of the SCP. If an option is exercised, the Contractor shall be bound by the applicable wage rates at the time of the exercise of the option. If the option is exercised and the CO obtains a revised wage determination, the revised wage determination is applicable for the option periods and the Contractor may be entitled to an equitable adjustment.

H.3 PREGNANT WORKERS FAIRNESS

H.3.1 The Contractor shall comply with the Protecting Pregnant Workers Fairness Act of 2016, D.C. Official Code § 32-1231.01 *et seq.* (PPWF Act).

H.3.2 The Contractor shall not:

(a) Refuse to make reasonable accommodations to the known limitations related to pregnancy, childbirth, related medical conditions, or breastfeeding for an employee, unless the Contractor can demonstrate that the accommodation would impose an undue hardship;

(b) Take an adverse action against an employee who requests or uses a reasonable accommodation in regard to the employee's conditions or privileges of employment, including failing to reinstate the employee when the need for reasonable accommodations ceases to the employee's original job or to an equivalent position with equivalent:

(1) Pay;

(2) Accumulated seniority and retirement;

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(3) Benefits; and

(4) Other applicable service credits;

(c) Deny employment opportunities to an employee, or a job applicant, if the denial is based on the need of the employer to make reasonable accommodations to the known limitations related to pregnancy, childbirth, related medical conditions, or breastfeeding;

(d) Require an employee affected by pregnancy, childbirth, related medical conditions, or breastfeeding to accept an accommodation that the employee chooses not to accept if the employee does not have a known limitation related to pregnancy, childbirth, related medical conditions, or breastfeeding or the accommodation is not necessary for the employee to perform her duties;

(e) Require an employee to take leave if a reasonable accommodation can be provided; or

(f) Take adverse action against an employee who has been absent from work as a result of a pregnancy-related condition, including a pre-birth complication.

H.3.3 The Contractor shall post and maintain in a conspicuous place a notice of rights in both English and Spanish and provide written notice of an employee's right to a needed reasonable accommodation related to pregnancy, childbirth, related medical conditions, or breastfeeding pursuant to the PPWF Act to:

(a) New employees at the commencement of employment;

(b) Existing employees; and

(c) An employee who notifies the employer of her pregnancy, or other condition covered by the PPWF Act, within 10 days of the notification.

H.3.4 The Contractor shall provide an accurate written translation of the notice of rights to any non-English or non-Spanish speaking employee.

H.3.5 Violations of the PPWF Act shall be subject to civil penalties as described in the Act.

H.4 UNEMPLOYED ANTI-DISCRIMINATION

H.4.1 The Contractor shall comply with the Unemployed Anti-Discrimination Act of 2012, D.C. Official Code § 32-1361 *et seq.*

H.4.2 The Contractor shall not:

(a) Fail or refuse to consider for employment, or fail or refuse to hire, an individual as an employee because of the individual's status as unemployed; or

(b) Publish, in print, on the Internet, or in any other medium, an advertisement or announcement for any vacancy in a job for employment that includes:

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(1) Any provision stating or indicating that an individual's status as unemployed disqualifies the individual for the job; or

(2) Any provision stating or indicating that an employment agency will not consider or hire an individual for employment based on that individual's status as unemployed.

H.4.3 Violations of the Unemployed Anti-Discrimination Act shall be subject to civil penalties as described in the Act.

H.5 51% DISTRICT RESIDENTS NEW HIRES REQUIREMENTS AND FIRST SOURCE EMPLOYMENT AGREEMENT

Article 35, 51% District Residents New Hires Requirements

Article 35, 51% District Residents New Hires Requirements and First Source Employment Agreement, of the Standard Contract Provisions dated July 2010 for use with District of Columbia Government Supplies and Services Contracts is hereby deleted and substituted with the following Section **H.5 51% DISTRICT RESIDENTS NEW HIRES REQUIREMENTS AND FIRST SOURCE EMPLOYMENT AGREEMENT** in its place:

H.5 51% DISTRICT RESIDENTS NEW HIRES REQUIREMENTS AND FIRST SOURCE EMPLOYMENT AGREEMENT

H.5.1 For contracts for services in the amount of \$300,000 or more, the Contractor shall comply with the First Source Employment Agreement Act of 1984, as amended, D.C. Official Code § 2-219.01 et seq. (First Source Act).

H.5.2 The Contractor shall enter into and maintain during the term of the contract, a First Source Employment Agreement (Employment Agreement) with the District of Columbia Department of Employment Service's (DOES), in which the Contractor shall agree that:

(a) The first source for finding employees to fill all jobs created in order to perform the contract shall be the First Source Register; and

(b) The first source for finding employees to fill any vacancy occurring in all jobs covered by the Employment Agreement shall be the First Source Register.

H.5.3 The Contractor shall not begin performance of the contract until its Employment Agreement has been accepted by DOES. Once approved, the Employment Agreement shall not be amended except with the approval of DOES.

H.5.4 The Contractor agrees that at least 51% of the new employees hired to perform the contract shall be District residents.

H.5.5 The Contractor's hiring and reporting requirements under the First Source Act and any rules promulgated thereunder shall continue for the term of the contract.

H.5.6 The CO may impose penalties, including monetary fines of 5% of the total amount of the direct and indirect labor costs of the contract, for a willful breach of the Employment Agreement, failure to submit the required hiring compliance reports, or deliberate submission of falsified data.

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- H.5.7** If the Contractor does not receive a good faith waiver, the CO may also impose an additional penalty equal to 1/8 of 1% of the total amount of the direct and indirect labor costs of the contract for each percentage by which the Contractor fails to meet its hiring requirements.
- H.5.8** Any contractor which violates, more than once within a 10-year timeframe, the hiring or reporting requirements of the First Source Act shall be referred for debarment for not more than five (5) years.
- H.5.9** The contractor may appeal any decision of the CO pursuant to this clause to the D.C. Contract Appeals Board as provided in **clause 14 of the SCP, Disputes**.
- H.5.10** The provisions of the First Source Act do not apply to nonprofit organizations which employ 50 employees or less.
- H.6 RESERVED**
- H.7 RESERVED**
- H.8 RESERVED**
- H.9 SUBCONTRACTING REQUIREMENTS**
- H.9.1 Mandatory Subcontracting Requirements**
- H.9.1.1** For all contracts in excess of \$250,000, at least 50% of the dollar volume of the contract shall be subcontracted to qualified small business enterprises (SBEs).
- H.9.1.2** If there are insufficient SBEs to completely fulfill the requirement of paragraph H.9.1.1, then the subcontracting may be satisfied by subcontracting 50% of the dollar volume to any qualified certified business enterprises (CBEs); provided, however, that all reasonable efforts shall be made to ensure that SBEs are significant participants in the overall subcontracting work.
- H.9.1.3** A prime contractor that is certified by DSLBD as a small, local, or disadvantaged business enterprise shall not be required to comply with the provisions of sections H.9.1.1 and H.9.1.2.
- H.9.1.4** Except as provided in H.9.1.5 and H.9.1.7, a prime contractor that is a CBE and has been granted a bid preference pursuant to D.C. Official Code § 2-218.43, or is selected through a set-aside program, shall perform at least 50% of the contracting effort with its own organization and resources and, if it subcontracts, 50% of the subcontracting effort shall be with CBEs. A CBE prime contractor that performs less than 50% of the contracting effort shall be subject to enforcement actions under D.C. Official Code § 2-218.63.
- H.9.1.5** If the prime contractor is a certified joint venture and has been granted a bid preference pursuant to D.C. Official Code § 2-218.43, or is selected through a set-aside program, the CBE member of the certified joint venture shall perform at least 50% of the contracting effort with its own organization and resources and, if it subcontracts, 50% of the subcontracting effort shall be with CBEs. If the CBE member of the certified joint venture prime contractor performs less than 50% of the contracting effort, the certified joint venture shall be subject to enforcement actions under D.C. Official Code § 2-218.63.

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H.9.1.6 Each CBE utilized to meet these subcontracting requirements shall perform at least 50% of its contracting effort with its own organization and resources.

H.9.1.7 A prime contractor that is a CBE and has been granted a bid preference pursuant to D.C. Official Code § 2-218.43, or is selected through a set-aside program, shall perform at least 50% of the on-site work with its own organization and resources if the contract is \$1 million or less.

H.9.2 **Subcontracting Plan**

If the prime contractor is required to subcontract under this contract, it shall submit a subcontracting plan as part of the bid and it may only be amended after award with the prior written approval of the CO and Director of DSLBD. Any reduction in the dollar volume of the subcontracted portion resulting from an amendment of the plan after award shall inure to the benefit of the District.

Each subcontracting plan shall include the following:

- (1) The name and address of each subcontractor;
- (2) A current certification number of the small or certified business enterprise;
- (3) The scope of work to be performed by each subcontractor; and
- (4) The price that the prime contractor will pay each subcontractor.

H.9.3 **Copies of Subcontracts**

Within twenty-one (21) days of the date of award, the Contractor shall provide fully executed copies of all subcontracts identified in the subcontracting plan to the CO, CA, District of Columbia Auditor and the Director of DSLBD.

H.9.4 **Subcontracting Plan Compliance Reporting**

H.9.4.1 The Contractor shall submit a quarterly report to the CO, CA, District of Columbia Auditor and the Director of DSLBD. The quarterly report shall include the following information for each subcontract identified in the subcontracting plan:

- (A) The price that the prime contractor will pay each subcontractor under the subcontract;
- (B) A description of the goods procured, or the services subcontracted for;
- (C) The amount paid by the prime contractor under the subcontract; and
- (D) A copy of the fully executed subcontract, if it was not provided with an earlier quarterly report.

H.9.4.2 If the fully executed subcontract is not provided with the quarterly report, the prime contractor will not receive credit toward its subcontracting requirements for that subcontract.

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H.9.5 Annual Meetings

Upon at least 30-days written notice provided by DSLBD, the Contractor shall meet annually with the CO, CA, District of Columbia Auditor and the Director of DSLBD to provide an update on its subcontracting plan.

H.9.6 Notices

The Contractor shall provide written notice to the DSLBD and the District of Columbia Auditor upon commencement of the contract and when the contract is completed.

H.9.7 Enforcement and Penalties for Breach of Subcontracting Plan

H.9.7.1 A contractor shall be deemed to have breached a subcontracting plan required by law, if the contractor (i) fails to submit subcontracting plan monitoring or compliance reports or other required subcontracting information in a reasonably timely manner; (ii) submits a monitoring or compliance report or other required subcontracting information containing a materially false statement; or (iii) fails to meet its subcontracting requirements.

H.9.7.2 A contractor that is found to have breached its subcontracting plan for utilization of CBEs in the performance of a contract shall be subject to the imposition of penalties, including monetary fines in accordance with D.C. Official Code § 2-218.63.

H.9.7.3 If the CO determines the Contractor's failure to be a material breach of the contract, the CO shall have cause to terminate the contract under the default provisions in **clause 8 of the SCP, Default.**

H.10 FAIR CRIMINAL RECORD SCREENING

H.10.1 The Contractor shall comply with the provisions

H.10.2 Prior to making a conditional offer of employment, the Contractor shall not require an applicant for employment, or a person who has requested consideration for employment by the Contractor to reveal or disclose an arrest or criminal accusation that is not then pending or did not result in a criminal conviction.

H.10.3 After making a conditional offer of employment, the Contractor may require an applicant to disclose or reveal a criminal conviction.

H.10.4 The Contractor may only withdraw a conditional offer of employment, or take adverse action against an applicant, for a legitimate business reason as described in the Act.

H.10.5 This section and the provisions of the Act shall not apply:

(a) Where a federal or District law or regulation requires the consideration of an applicant's criminal history for the purposes of employment;

(b) To a position designated by the employer as part of a federal or District government program or obligation that is designed to encourage the employment of those with criminal histories;

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(c) To any facility or employer that provides programs, services, or direct care to, children, youth, or vulnerable adults; or

(d) To employers that employ less than 11 employees.

H.10.6 A person claiming to be aggrieved by a violation of the Act may file and the an administrative complaint with the District of Columbia Office of Human Rights, Commission on Human Rights may impose monetary penalties against the Contractor

H.11 DISTRICT RESPONSIBILITIES

Reserved

H.12 CONTRACTOR RESPONSIBILITIES

The Contractor shall provide their staff with resources, including but not limited to:

- a. Any training necessary to carry out the requirements of this solicitation, such as continuous reviews of WIOA provisions, relevant federal guidance, local laws, and policies, etc.;
- b. Office supplies, including but not limited to technology and marketing materials;
- c. Access to printing for meeting materials, etc; and
- d. All services related to section C.

SECTION I: CONTRACT CLAUSES

I.1 APPLICABILITY OF STANDARD CONTRACT PROVISIONS

The Standard Contract Provisions for use with District of Columbia Government Supplies and Services Contracts dated July 2010 (“SCP”) are incorporated as part of the contract. To obtain a copy of the SCP go to www.ocp.dc.gov, click on OCP Policies under the heading “Information”, then click on “Standard Contract Provisions – Supplies and Services Contracts”.

I.2 CONTRACTS THAT CROSS FISCAL YEARS

Continuation of this contract beyond the current fiscal year is contingent upon future fiscal appropriations.

I.3 CONFIDENTIALITY OF INFORMATION

The Contractor shall keep all information relating to any employee or customer of the District in absolute confidence and shall not use the information in connection with any other matters; nor shall it disclose any such information to any other person, firm or corporation, in accordance with the District and federal laws governing the confidentiality of records.

I.4 TIME

Time, if stated in a number of days, will include Saturdays, Sundays, and holidays, unless otherwise stated herein.

I.5 RIGHTS IN DATA

Delete Article 42, Rights in Data, of the Standard Contract Provisions dated July 2010 for use with District of Columbia Government Supplies and Services Contracts and substitute the following Article 42, Rights in Data) in its place:

A. Definitions

1. “Products” - A deliverable under any contract that may include commodities, services and/or technology furnished by or through Contractor, including existing and custom Products, such as, but not limited to: a) recorded information, regardless of form or the media on which it may be recorded; b) document research; c) experimental, developmental, or engineering work; d) licensed software; e) components of the hardware environment; f) printed materials (including but not limited to training manuals, system and user documentation, reports, drawings); g) third party software; h) modifications, customizations, custom programs, program listings, programming tools, data, modules, components; and i) any intellectual property embodied therein, whether in tangible or intangible form, including but not limited to utilities, interfaces, templates, subroutines, algorithms, formulas, source code, and object code.

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2. “Existing Products” - Tangible Products and intangible licensed Products that exist prior to the commencement of work under the contract. Existing Products must be identified on the Product prior to commencement of work or else will be presumed to be Custom Products.
3. “Custom Products” - Products, preliminary, final or otherwise, which are created or developed by Contractor, its subcontractors, partners, employees, resellers or agents for the District under the contract.
4. “District” – The District of Columbia and its agencies.

B. Title to Project Deliverables

The Contractor acknowledges that it is commissioned by the District to perform services detailed in the contract. The District shall have ownership and rights for the duration set forth in the contract to use, copy, modify, distribute, or adapt Products as follows:

1. Existing Products: Title to all Existing Licensed Product(s), whether or not embedded in, delivered or operating in conjunction with hardware or Custom Products, shall: (1) remain with Contractor or third party proprietary owner, who retains all rights, title and interest (including patent, trademark or copyrights). Effective upon payment, the District is granted an irrevocable, non-exclusive, worldwide, paid-up license to use, execute, reproduce, display, perform, adapt (unless Contractor advises the District as part of Contractor’s proposal that adaptation will violate existing agreements or statutes and Contractor demonstrates such to the District’s satisfaction) and distribute Existing Product to District users up to the license capacity stated in the contract with all license rights necessary to fully effect the general business purpose(s) of the project or work plan or contract; and (2) be licensed in the name of the District. The District agrees to reproduce the copyright notice and any other legend of ownership on any copies authorized under this paragraph.
2. Custom Products: Effective upon Product creation, Contractor hereby conveys, assigns, and transfers to the District the sole and exclusive rights, title and interest in Custom Product(s), whether preliminary, final or otherwise, including all patent, trademark and copyrights. Contractor hereby agrees to take all necessary and appropriate steps to ensure that the Custom Products are protected against unauthorized copying, reproduction and marketing by or through Contractor.

C. Transfers or Assignments of Existing or Custom Products by the District

The District may transfer or assign Existing or Custom Products and the licenses thereunder to another District agency. Nothing herein shall preclude the Contractor from otherwise using the related or underlying general knowledge, skills, ideas, concepts, techniques and experience developed under a project or work plan in the course of Contractor’s business.

D. Subcontractor Rights

Whenever any data, including computer software, are to be obtained from a subcontractor under the contract, the Contractor shall use this clause, **Rights in Data**, in the subcontract, without alteration, and no other clause shall be used to enlarge or diminish the District’s or the Contractor’s rights in that subcontractor data or computer software which is required for the District.

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E. Source Code Escrow

1. For all computer software furnished to the District with the rights specified in section B.2, the Contractor shall furnish to the District, a copy of the source code with such rights of the scope as specified in section B.2 of this clause. For all computer software furnished to the District with the restricted rights specified in section B.1 of this clause, the District, if the Contractor either directly or through a successor or affiliate shall cease to provide the maintenance or warranty services provided the District under the contract or any paid-up maintenance agreement, or if the Contractor should be declared insolvent by a court of competent jurisdiction, shall have the right to obtain, for its own and sole use only, a single copy of the current version of the source code supplied under the contract, and a single copy of the documentation associated therewith, upon payment to the person in control of the source code the reasonable cost of making each copy.

2. If the Contractor or Product manufacturer/developer of software furnished to the District with the rights specified in section B.1 of this clause offers the source code or source code escrow to any other commercial customers, the Contractor shall either: (1) provide the District with the source code for the Product; (2) place the source code in a third party escrow arrangement with a designated escrow agent who shall be named and identified to the District, and who shall be directed to release the deposited source code in accordance with a standard escrow arrangement acceptable to the District; or (3) will certify to the District that the Product manufacturer/developer has named the District as a named beneficiary of an established escrow arrangement with its designated escrow agent who shall be named and identified to the District, and who shall be directed to release the deposited source code in accordance with the terms of escrow.

3. The Contractor shall update the source code, as well as any corrections or enhancements to the source code, for each new release of the Product in the same manner as provided above, and certify such updating of escrow to the District in writing.

F. Indemnification and Limitation of Liability

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

I.6 OTHER CONTRACTORS

The Contractor shall not commit or permit any act that will interfere with the performance of work by another District contractor or by any District employee.

I.7 SUBCONTRACTS

The Contractor hereunder shall not subcontract any of the Contractor's work or services to any subcontractor without the prior written consent of the CO. Any work or service so subcontracted shall be performed pursuant to a subcontract agreement, which the District will have the right to review and approve prior to its execution by the Contractor. Any such subcontract shall specify that the Contractor and the subcontractor shall be subject to every provision of this contract.

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Notwithstanding any such subcontract approved by the District, the Contractor shall remain liable to the District for all Contractor's work and services required hereunder.

I.8 INSURANCE

- A. GENERAL REQUIREMENTS. The Contractor at its sole expense shall procure and maintain, during the entire period of performance under this contract, the types of insurance specified below. The Contractor shall have its insurance broker or insurance company submit a Certificate of Insurance to the CO giving evidence of the required coverage prior to commencing performance under this contract. In no event shall any work be performed until the required Certificates of Insurance signed by an authorized representative of the insurer(s) have been provided to, and accepted by, the CO. All insurance shall be written with financially responsible companies authorized to do business in the District of Columbia or in the jurisdiction where the work is to be performed and have an A.M. Best Company rating of A- / VII or higher. Should the Contractor decide to engage a subcontractor for segments of the work under this contract, then, prior to commencement of work by the subcontractor, the Contractor shall submit in writing the name and brief description of work to be performed by the subcontractor on the Subcontractors Insurance Requirement Template provided by the CA, to the Office of Risk Management (ORM). ORM will determine the insurance requirements applicable to the subcontractor and promptly deliver such requirements in writing to the Contractor and the CA. The Contractor must provide proof of the subcontractor's required insurance to prior to commencement of work by the subcontractor. If the Contractor decides to engage a subcontractor without requesting from ORM specific insurance requirements for the subcontractor, such subcontractor shall have the same insurance requirements as the Contractor.

All required policies shall contain a waiver of subrogation provision in favor of the Government of the District of Columbia.

The Government of the District of Columbia shall be included in all policies required hereunder to be maintained by the Contractor and its subcontractors (except for workers' compensation and professional liability insurance) as an additional insureds for claims against The Government of the District of Columbia relating to this contract, with the understanding that any affirmative obligation imposed upon the insured Contractor or its subcontractors (including without limitation the liability to pay premiums) shall be the sole obligation of the Contractor or its subcontractors, and not the additional insured. The additional insured status under the Contractor's and its subcontractors' Commercial General Liability insurance policies shall be effected using the ISO Additional Insured Endorsement form CG 20 10 11 85 (or CG 20 10 07 04 **and** CG 20 37 07 04) or such other endorsement or combination of endorsements providing coverage at least as broad and approved by the CO in writing. All of the Contractor's and its subcontractors' liability policies (except for workers' compensation and professional liability insurance) shall be endorsed using ISO form CG 20 01 04 13 or its equivalent so as to indicate that such policies provide primary coverage (without any right of contribution by any other insurance, reinsurance or self-insurance, including any deductible or retention, maintained by an Additional Insured) for all claims against the additional insured arising out of the performance of this Statement of Work by the Contractor or its subcontractors, or anyone for whom the Contractor or its subcontractors may

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be liable. These policies shall include a separation of insureds clause applicable to the additional insured.

If the Contractor and/or its subcontractors maintain broader coverage and/or higher limits than the minimums shown below, the District requires and shall be entitled to the broader coverage and/or the higher limits maintained by the Grantee and subcontractors.

1. Commercial General Liability Insurance (“CGL”) - The Contractor shall provide evidence satisfactory to the CO with respect to the services performed that it carries a CGL policy, written on an occurrence (not claims-made) basis, on Insurance Services Office, Inc. (“ISO”) form CG 00 01 04 13 (or another occurrence-based form with coverage at least as broad and approved by the CO in writing), covering liability for all ongoing and completed operations of the Contractor, including ongoing and completed operations under all subcontracts, and covering claims for bodily injury, including without limitation sickness, disease or death of any persons, injury to or destruction of property, including loss of use resulting therefrom, personal and advertising injury, and including coverage for liability arising out of an Insured Contract (including the tort liability of another assumed in a contract) and acts of terrorism (whether caused by a foreign or domestic source). Such coverage shall have limits of liability of not less than \$1,000,000 each occurrence, a \$2,000,000 general aggregate (including a per location or per project aggregate limit endorsement, if applicable) limit, a \$1,000,000 personal and advertising injury limit, and a \$2,000,000 products-completed operations aggregate limit.
2. Automobile Liability Insurance - The Contractor shall provide evidence satisfactory to the CO of commercial (business) automobile liability insurance written on ISO form CA 00 01 10 13 (or another form with coverage at least as broad and approved by the CO in writing) including coverage for all owned, hired, borrowed and non-owned vehicles and equipment used by the Contractor, with minimum per accident limits equal to the greater of (i) the limits set forth in the Contractor’s commercial automobile liability policy or (ii) \$1,000,000 per occurrence combined single limit for bodily injury and property damage.
3. Workers’ Compensation Insurance - The Contractor shall provide evidence satisfactory to the CO of Workers’ Compensation insurance in accordance with the statutory mandates of the District of Columbia or the jurisdiction in which the contract is performed.

Employer’s Liability Insurance - The Contractor shall provide evidence satisfactory to the CO of employer’s liability insurance as follows: \$500,000 per accident for injury; \$500,000 per employee for disease; and \$500,000 for policy disease limit.

All insurance required by this paragraph 3 shall include a waiver of subrogation endorsement for the benefit of Government of the District of Columbia.

4. Crime Insurance (3rd Party Indemnity) - The Contractor shall provide a Crime policy including 3rd party fidelity to cover the dishonest acts of Contractors, its employees and/or volunteers which result in a loss to the District. The Government of the District of Columbia shall be included as loss payee. The policy shall provide a limit of \$10,000 per occurrence.

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5. Cyber Liability Insurance - The Contractor shall provide evidence satisfactory to the Contracting Officer of Cyber Liability Insurance, with limits not less than \$2,000,000 per occurrence or claim, \$2,000,000 aggregate. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by Contractor in this agreement and shall include, but not limited to, claims involving infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, extortion and network security. The policy shall provide coverage for breach response costs as well as regulatory fines and penalties as well as credit monitoring expenses with limits sufficient to respond to these obligations. This insurance requirement will be considered met if the general liability insurance includes an affirmative cyber endorsement for the required amounts and coverages.
6. Professional Liability Insurance (Errors & Omissions) - The Contractor shall provide Professional Liability Insurance (Errors and Omissions) to cover liability resulting from any error or omission in the performance of professional services under this Contract. The policy shall provide limits of \$1,000,000 per claim or per occurrence for each wrongful act and \$2,000,000 annual aggregate. The Contractor warrants that any applicable retroactive date precedes the date the Contractor first performed any professional services for the Government of the District of Columbia and that continuous coverage will be maintained or an extended reporting period will be exercised for a period of at least ten years after the completion of the professional services.
7. Commercial Umbrella or Excess Liability - The Contractor shall provide evidence satisfactory to the CO of commercial umbrella or excess liability insurance with minimum limits equal to the greater of (i) the limits set forth in the Contractor's umbrella or excess liability policy or (ii) \$5,000,000 per occurrence and \$5,000,000 in the annual aggregate, following the form and in excess of all liability policies. **All** liability coverages must be scheduled under the umbrella and/or excess policy. The insurance required under this paragraph shall be written in a form that annually reinstates all required limits. Coverage shall be primary to any insurance, self-insurance or reinsurance maintained by the District and the "other insurance" provision must be amended in accordance with this requirement and principles of vertical exhaustion.

B. PRIMARY AND NONCONTRIBUTORY INSURANCE

The insurance required herein shall be primary to and will not seek contribution from any other insurance, reinsurance or self-insurance including any deductible or retention, maintained by the Government of the District of Columbia.

- C. DURATION. The Contractor shall carry all required insurance until all contract work is accepted by the District of Columbia and shall carry listed coverages for ten years for construction projects

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following final acceptance of the work performed under this contract and two years for non-construction related contracts.

- D. **LIABILITY.** These are the required minimum insurance requirements established by the District of Columbia. However, the required minimum insurance requirements provided above will not in any way limit the contractor's liability under this contract.
- E. **CONTRACTOR'S PROPERTY.** Contractor and subcontractors are solely responsible for any loss or damage to their personal property, including but not limited to tools and equipment, scaffolding and temporary structures, rented machinery, or owned and leased equipment. A waiver of subrogation shall apply in favor of the District of Columbia.
- F. **MEASURE OF PAYMENT.** The District shall not make any separate measure or payment for the cost of insurance and bonds. The Contractor shall include all of the costs of insurance and bonds in the contract price.
- G. **NOTIFICATION.** The Contractor shall ensure that all policies provide that the CO shall be given thirty (30) days prior written notice in the event of coverage and / or limit changes or if the policy is canceled prior to the expiration date shown on the certificate. The Contractor shall provide the CO with ten (10) days prior written notice in the event of non-payment of premium. The Contractor will also provide the CO with an updated Certificate of Insurance should its insurance coverages renew during the contract.
- H. **CERTIFICATES OF INSURANCE.** The Contractor shall submit certificates of insurance giving evidence of the required coverage as specified in this section prior to commencing work. Certificates of insurance must reference the corresponding contract number. Evidence of insurance shall be submitted to:

**The Government of the District of Columbia
And mailed to the attention of:**

Tia M. Mercer
Supervisory Contract Specialist/Contracting Officer
441 4th Street N.W. Suite 330 South
Washington D.C. 20001
Phone No: 202-724-5446 - Desk
Email: tia.mercer@dc.gov

The CO may request and the Contractor shall promptly deliver updated certificates of insurance, endorsements indicating the required coverages, and/or certified copies of the insurance policies. If the insurance initially obtained by the Contractor expires prior to completion of the contract,

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renewal certificates of insurance and additional insured and other endorsements shall be furnished to the CO prior to the date of expiration of all such initial insurance. For all coverage required to be maintained after completion, an additional certificate of insurance evidencing such coverage shall be submitted to the CO on an annual basis as the coverage is renewed (or replaced).

- I. DISCLOSURE OF INFORMATION. The Contractor agrees that the District may disclose the name and contact information of its insurers to any third party which presents a claim against the District for any damages or claims resulting from or arising out of work performed by the Contractor, its agents, employees, servants or subcontractors in the performance of this contract.

CARRIER RATINGS. All Contractor's and its subcontractors' insurance required in connection with this contract shall be written by insurance companies with an A.M. Best Insurance Guide rating of at least A- VII (or the equivalent by any other rating agency) and licensed in the District

I.9 EQUAL EMPLOYMENT OPPORTUNITY

In accordance with the District of Columbia Administrative Issuance System, Mayor's Order 85-85 dated June 10, 1985, the forms for completion of the Equal Employment Opportunity Information Report are incorporated herein as Section J.3. An award cannot be made to any offeror who has not satisfied the equal employment requirements.

I.10 ORDER OF PRECEDENCE

The contract awarded as a result of this RFP will contain the following clause:

ORDER OF PRECEDENCE

A conflict in language shall be resolved by giving precedence to the document in the highest order of priority that contains language addressing the issue in question. The following documents are incorporated into the contract by reference and made a part of the contract in the following order of precedence:

- (1) An applicable Court Order, if any
- (2) Contract document
- (3) Standard Contract Provisions
- (4) Contract attachments other than the Standard Contract Provisions
- (5) RFP, as amended
- (6) BAFOs (in order of most recent to earliest)
- (7) Proposal

I.11 DISPUTES

Delete Article 14, Disputes, of the Standard Contract Provisions for use with District of Columbia Government Supplies and Services Contracts and substitute the following Article 14, Disputes) in its place:

14. Disputes

All disputes arising under or relating to the contract shall be resolved as provided herein.

(a) **Claims by the Contractor against the District:** Claim, as used in paragraph (a) of this clause, means a written assertion by the Contractor seeking, as a matter of right, the payment of money in a sum certain, the adjustment or interpretation of contract terms, or other relief arising under or relating to the contract. A claim arising under a contract, unlike a claim relating to that contract, is a claim that can be resolved under a contract clause that provides for the relief sought by the claimant

(1) All claims by a Contractor against the District arising under or relating to a contract shall be in writing and shall be submitted to the CO for a decision. The Contractor's claim shall contain at least the following:

- (i) A description of the claim and the amount in dispute;
- (ii) Data or other information in support of the claim;
- (iii) A brief description of the Contractor's efforts to resolve the dispute prior to filing the claim; and
- (iii) The Contractor's request for relief or other action by the CO.

(2) The CO may meet with the Contractor in a further attempt to resolve the claim by agreement.

(3) The CO shall issue a decision on any claim within 120 calendar days after receipt of the claim. Whenever possible, the CO shall take into account factors such as the size and complexity of the claim and the adequacy of the information in support of the claim provided by the Contractor.

(4) The CO's written decision shall do the following:

- (i) Provide a description of the claim or dispute;
- (ii) Refer to the pertinent contract terms;
- (iii) State the factual areas of agreement and disagreement;
- (iv) State the reasons for the decision, including any specific findings of fact, although specific findings of fact are not required and, if made, shall not be binding in any subsequent proceeding;
- (v) If all or any part of the claim is determined to be valid, determine the amount of monetary settlement, the contract adjustment to be made, or other relief to be granted;
- (vi) Indicate that the written document is the CO's final decision; and
- (vii) Inform the Contractor of the right to seek further redress by appealing the decision to the Contract Appeals Board.

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- (5) Failure by the CO to issue a decision on a contract claim within 120 days of receipt of the claim will be deemed to be a denial of the claim, and will authorize the commencement of an appeal to the Contract Appeals Board as provided by D.C. Official Code § 2-360.04.
 - (6) If a contractor is unable to support any part of its claim and it is determined that the inability is attributable to a material misrepresentation of fact or fraud on the part of the Contractor, the Contractor shall be liable to the District for an amount equal to the unsupported part of the claim in addition to all costs to the District attributable to the cost of reviewing that part of the Contractor's claim. Liability under this paragraph (a)(6) shall be determined within six (6) years of the commission of the misrepresentation of fact or fraud.
 - (7) Pending final decision of an appeal, action, or final settlement, the Contractor shall proceed diligently with performance of the contract in accordance with the decision of the CO.
- (b) **Claims by the District against the Contractor:** Claim as used in paragraph (b) of this clause, means a written demand or written assertion by the District seeking, as a matter of right, the payment of money in a sum certain, the adjustment of contract terms, or other relief arising under or relating to the contract. A claim arising under a contract, unlike a claim relating to that contract, is a claim that can be resolved under a contract clause that provides for the relief sought by the claimant.
- (1) The CO shall decide all claims by the District against a contractor arising under or relating to a contract.
 - (2) The CO shall send written notice of the claim to the contractor. The CO's written decision shall do the following:
 - (i) Provide a description of the claim or dispute;
 - (ii) Refer to the pertinent contract terms;
 - (iii) State the factual areas of agreement and disagreement;
 - (iv) State the reasons for the decision, including any specific findings of fact, although specific findings of fact are not required and, if made, shall not be binding in any subsequent proceeding;
 - (v) If all or any part of the claim is determined to be valid, determine the amount of monetary settlement, the contract adjustment to be made, or other relief to be granted;
 - (vi) Indicate that the written document is the CO's final decision; and
 - (vii) Inform the Contractor of the right to seek further redress by appealing the decision to the Contract Appeals Board.
 - (3) The CO shall support the decision by reasons and shall inform the Contractor of its rights as provided herein.
 - (4) Before or after issuing the decision, the CO may meet with the Contractor to attempt to resolve the claim by agreement.

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- (5) The authority contained in this paragraph (b) shall not apply to a claim or dispute for penalties or forfeitures prescribed by statute or regulation which another District agency is specifically authorized to administer, settle or determine.
- (6) This paragraph shall not authorize the CO to settle, compromise, pay, or otherwise adjust any claim involving fraud.
- (c) Decisions of the CO shall be final and not subject to review unless the Contractor timely commences an administrative appeal for review of the decision, by filing a complaint with the Contract Appeals Board, as authorized by D.C. Official Code § 2-360.04.
- (d) Pending final decision of an appeal, action, or final settlement, the Contractor shall proceed diligently with performance of the contract in accordance with the decision of the CO.

I.12 COST AND PRICING DATA

Delete Article 25, Cost and Pricing Data, of the Standard Contract Provisions dated July 2010 for use with District of Columbia Government Supplies and Services Contracts.

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SECTION J: ATTACHMENTS

The following list of attachments is incorporated into the solicitation by reference.

Attachment Number	Document
J.1	Government of the District of Columbia Standard Contract Provisions for Use with the Supplies and Services Contracts (July 2010) available at www.ocp.dc.gov click on “OCP Solicitations then click on Required Solicitation Documents”
J.2	U.S. Department of Labor Wage Determination No. 2015-4281 Revision No.16, dated April 23, 2020
J.3	Office of Local Business Development Equal Employment Opportunity Information Report and Mayor’s Order 85-85 available at www.ocp.dc.gov click on “OCP Solicitations then click on Required Solicitation Documents”
J.4	Department of Employment Services First Source Employment Agreement available at www.ocp.dc.gov click on “OCP Solicitations then click on Required Solicitation Documents”
J.5	Way to Work Amendment Act of 2006 - Living Wage Notice 2017 available at www.ocp.dc.gov click on “OCP Solicitations then click on Required Solicitation Documents”
J.6	Way to Work Amendment Act of 2006 - Living Wage Fact Sheet 2017 available at www.ocp.dc.gov click on “OCP Solicitations then click on Required Solicitation Documents”
J.7	Subcontracting Plan (if required by law) available at http://ocp.dc.gov , under Quick Links click on “Required Solicitation Documents”
J.8	Tax Certification Affidavit available at http://ocp.dc.gov , under Quick Links click on “Required Solicitation Documents”
J.9	Cost Proposal – Line Item Budget

Q. 40 ETP Performance Report

Eligible Training Provider	Training Program	This section contains information based on all Individuals					This section contains information based on WIOA Participants/Exiters Only								
		Total # Served	Total # Exited	Completed Program of Study	Employed in 2nd quarter after exit	Employed in 4th quarter after exit	Total # WIOA Participants	Total # WIOA Exiters	Total # Individual Training Account (ITA)	Total # WIOA Exiters served with an ITA	WIOA Participants: Completed Program of Study	Cost Per WIOA Participant Served (to be completed by States)	WIOA Exiters: Total # employed 2nd quarter after Exit (Numerator)	WIOA Exiters: Total # employed 4th quarter after Exit (Numerator)	WIOA Participants: Credential Attainment (Numerator)
1st CDL Training Center of NOVA	Commercial Drivers License (CDL), Class A (Tractor Trailer)	156	110	99	44	11	121	85	121	85	74	544500	41	11	9
1st CDL Training Center of NOVA	Commercial Drivers License (CDL), Class B (Automatic Bus)	38	20	14	5	0	24	16	24	16	10	108000	5	0	0
1st CDL Training Center of NOVA	Commercial Drivers License (CDL), Class B (Manual Dump Truck)	4	3	2	0	0	4	3	4	3	2	18000	0	0	0
Byte Back	Comp TIA A+ Certification	43	13	12	0	0	3	1	3	1	0	12000	0	0	0
Byte Back	Microsoft Office Specialist (MOS) Excel	59	29	29	1	0	3	1	3	1	1	12000	1	0	0
Byte Back	Microsoft Office Specialist (MOS) Outlook	7	7	7	0	0	0	0	0	0	0	0	0	0	0
Career Technical Institute	Help Desk Professional	90	56	30	0	0	0	0	0	0	0	0	0	0	0
Career Technical Institute	Medical Assistant	156	45	19	2	0	2	2	2	2	0	8000	2	0	0
Career Technical Institute	Medical Office Professional	113	46	21	4	1	4	4	4	4	0	28995	4	1	0
Career Technical Institute	Microsoft Certified Systems Administrator (MCSA)	11	11	8	0	0	0	0	0	0	0	0	0	0	0
Career Technical Institute	PC Specialist Plus (Bookkeeping Specialization)	26	1	0	0	0	0	0	0	0	0	0	0	0	0
Career Technical Institute	PC Specialist Plus (Computer Support Specialization)	1	1	0	0	0	1	1	1	1	0	4000	0	0	0
Career Technical Institute	PC Specialist Plus (Generalist Specialization)	99	16	4	3	2	3	3	3	3	0	10000	3	2	0
Career Technical Institute	PC Specialist Plus (Medical Office Specialization)	1	1	1	1	0	1	1	1	1	1	4000	1	0	0
Destined for Greatness/ Amala Lives	Culinary Arts	26	11	11	1	1	6	3	6	3	3	30000	1	1	1
Destined for Greatness/ Amala Lives	Hospitality	4	3	3	1	0	3	2	3	2	2	19780	1	0	2
Excel Automotive Institute	Auto Tech II	4	4	0	2	2	4	4	4	4	0	16800	2	2	1
Excel Automotive Institute	Auto Tech Specialist I	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Excel Automotive Institute	Automotive Maintenance & Light Repair	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Healthwrite Training Academy	Certified Nursing Assistant	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Healthwrite Training Academy	Certified Nursing Assistant (CNA)	4	3	3	3	0	4	3	4	3	3	9508	3	0	0
Healthwrite Training Academy	Home Health Aide	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Healthwrite Training Academy	Home Health Aide (HHA)	11	11	10	8	2	11	11	11	10	10	26015	8	2	1
Intellectual Point	Certified Associate in Project Management (CAPM) with Exam	36	24	24	4	2	34	22	34	22	22	100436	4	2	1
Intellectual Point	Certified Information Systems Security Professional (CISSP) with Exam	50	35	35	3	1	9	4	9	4	4	23085	3	1	0
Intellectual Point	Cisco Certified Network Associate (CCNA) with Exam	37	21	21	1	1	3	3	3	3	3	7047	1	1	0
Intellectual Point	CompTIA Network+ with Exam	5	5	5	0	0	1	1	1	1	1	1801	0	0	0
Intellectual Point	CompTIA Security+ with Exam	174	124	124	4	0	7	6	7	6	6	12803	4	0	0
Intellectual Point	Information Technology Infrastructure Library (ITIL) Foundation with Exam	46	32	32	0	0	1	0	1	0	0	1583	0	0	0
Intellectual Point	Project Management Institutes Project Management Professional (PMP) with Exam	104	79	78	25	5	80	59	80	59	57	231120	25	5	1
Intellectual Point	Splunk Certified Architect & Tableau Programmer with Exam	24	17	16	2	0	3	3	3	3	2	5697	2	0	0
ITC Technologies	Certified Authorization Professional (CAP) Certification	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ITC Technologies	Comp TIA A+ Certification	4	4	4	1	0	4	4	4	4	4	5600	1	0	0
ITC Technologies	Comp TIA N+	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ITC Technologies	Comp TIA Security +	1	1	1	0	0	1	1	1	1	1	1800	0	0	0
Nursing Assistant Academy	Nursing Assistant	62	44	42	24	5	62	44	62	44	42	98084	24	5	4
Opportunities Industrialization Center of Wash	Business Office Support Specialist (BOSS)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Opportunities Industrialization Center of Wash	CompTIA A+ Computer Repair	55	31	24	2	0	7	6	7	6	2	28000	2	0	0
Opportunities Industrialization Center of Wash	Customer Service for Hospitality & Retail Sales	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Opportunities Industrialization Center of Wash	Home Health Care Aide	41	28	21	4	3	18	13	18	13	8	72000	4	3	1
Paralegal Institute of Washington	Paralegal Certificate	67	53	31	13	7	42	33	42	33	17	166000	13	7	0
Southeast Welding Academy, LLC	Advanced Shielded Metal Arc Welding	15	13	12	10	4	15	13	15	13	12	60000	10	4	5
The Catholic University of America	CompTIA A+ Exam Prep	0	0	0	0	0	0	0	0	0	0	0	0	0	0
The Catholic University of America	CompTIA Security+ Exam Prep	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Toni Thomas Associates	Commercial Drivers License (CDL) - Class B	80	70	51	22	4	55	45	55	45	33	220000	22	4	2
Toni Thomas Associates	Commercial Driver's License (CDL), Class A	5	3	2	1	0	5	3	5	3	2	20000	1	0	0
Toni Thomas Associates	Commercial Driver's License (CDL), Class B with Learner's Permit	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Toni Thomas Associates	CompTIA A+	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Toni Thomas Associates	CompTIA Local Area Network (LAN)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Toni Thomas Associates	CompTIA Network+	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Toni Thomas Associates	Medical Office Assistant (MOA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Toni Thomas Associates	Security Guard (Unarmed)	45	41	33	3	2	19	15	19	15	12	66500	3	2	1
Urban Ed, Inc.	AWS Cloud Practitioner	10	2	2	0	0	3	0	3	0	0	3135	0	0	0
Urban Ed, Inc.	Cisco Certified Entry Level Networking Technician (CCENT)	8	1	1	0	0	0	0	0	0	0	0	0	0	0
Urban Ed, Inc.	CompTIA A+	28	4	4	0	0	10	2	10	2	2	26000	0	0	0
Urban Ed, Inc.	CompTIA Network+	3	0	0	0	0	1	0	1	0	0	1045	0	0	0
Urban Ed, Inc.	CompTIA Security+	7	3	3	0	0	0	0	0	0	0	0	0	0	0
Urban Ed, Inc.	Cybersecurity Essentials	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vets Group Training Academy	CISCO Certified Entry Network Technician (CCENT)	1	1	1	0	0	1	1	1	1	1	3792	0	0	0
Vets Group Training Academy	Cisco Certified Network Associate (CCNA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vets Group Training Academy	CompTIA A+ (Hardware and Software)	26	21	19	7	1	21	19	21	19	17	79632	7	1	0
Vets Group Training Academy	CompTIA Network+	2	2	2	2	0	2	2	2	2	2	7584	1	0	0

Q. 40 ETP Performance Report

Vets Group Training Academy	CompTIA Security+	31	24	24	8	3	19	15	19	15	15	72048	7	3	2
Vets Group Training Academy	CompTIA Server+	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vets Group Training Academy	EC Council Certified Ethical Hacker	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vets Group Training Academy	Microsoft Windows Server Administration (MCSA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VMT Education Center Inc.	Home Health Aide	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VMT Education Center Inc.	Nursing Assistant	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Westlink Career Institute	EKG/Phlebotomy	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Westlink Career Institute	Emergency Medical Technician - ADVANCED (AEMT)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Westlink Career Institute	Emergency Medical Technician - Basic (EMT)	72	57	41	16	4	32	29	32	29	18	128000	16	4	0
Westlink Career Institute	Medical Assistant	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Blue: Only has Non-WIOA Individuals; Yellow: Only has WIOA Participants; Green: Both Non-WIOA and WIOA Participants
 Greyed Out: No Participants

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Q. 47 Eligible Training Providers PY20

<i>Provider name</i>	<i>For Profit or Non-Profit</i>	<i>Course name</i>	<i>Credentialing Organization or Institution, Where Applicable</i>	<i>Negotiated rate per ITA</i>	<i>Number of ITAs in PY20*</i>	<i>Notes</i>
1st CDL Training Center of NOVA	For Profit	Commercial Driver's License (CDL), Class A (Tractor Trailer)	Federal Motor Carrier Safety Administration	\$ 4,500.00	35	PY19 referrals carried over into PY20
		Commercial Driver's License (CDL), Class B (Automatic Bus)		\$ 4,500.00	11	
		Commercial Driver's License (CDL), Class B (Manual Dump Truck)		\$ 4,500.00	3	
AVD	For Profit	Project Management Certification	Project Management Institute	N/A	N/A	No Active HCA during this period
Byte Back	Non-Profit	CompTIA A+	CompTIA	\$ 4,000.00	1	PY19 referrals carried over into PY20
Career Technical Institute	For Profit	PC Specialist Plus (Generalist Specialization)	CTI is a credentialed institution	\$ 16,295.00	N/A	No active HCA during this period
		PC Specialist Plus (Computer Support Specialization)		\$ 16,295.00		
		PC Specialist Plus (Bookkeeping Specialization)		\$ 16,295.00		
		PC Specialist Plus (Medical Office Specialization)		\$ 16,295.00		
		Medical Office Professional		\$ 16,995.00		
		Medical Assistant		\$ 16,995.00		
		Help Desk Professional		\$ 13,795.00		
Microsoft Systems Administrator (MCSA)	\$ 13,995.00					
Certification School Worldwide	For Profit	ACT WorkKeys National Career Work Readiness Course	ACT	N/A	N/A	No active HCA during this period
		A+ Training	CompTIA			
		A+ Training (distance learning)	CompTIA			
		Governance, Risks, and Compliance (GRCP) Training	OCEG			
		IT Fundamentals Training	CompTIA			
		IT Fundamentals Training (Distance)	CompTIA			
		National Green Infrastructure Certified Professional	NGICP			
Destined for Greatness/ Amala Lives	For Profit	Culinary Art	American Hotel and Lodging Educational Institute	\$ 9,430.00	1	PY19 referrals carried over into PY20
		Hospitality		\$ 9,780.00	1	
Healthwrite Training Academy	For Profit	Certified Nursing Assistant	DC Health Board of Nursing	\$ 2,827.00	0	No referrals
		Home Health Aide	National Assoc. of Home care and Hospice	\$ 2,815.00	0	
		CompTIA Network+ w/ Exam	CompTIA	\$ 1,801.00	N/A	
		CompTIA Security + w/Exam	CompTIA	\$ 1,829.00	3	
		Certified Information Systems Security Professional (CISSP) w/ Exam	(ISC)2	\$ 2,698.00	2	

Q. 47 Eligible Training Providers PY20

<i>Provider name</i>	<i>For Profit or Non-Profit</i>	<i>Course name</i>	<i>Credentialing Organization or Institution, Where Applicable</i>	<i>Negotiated rate per ITA</i>	<i>Number of ITAs in PY20*</i>	<i>Notes</i>
Intellectual Point	For Profit	Project Management Institute's Project Management Professional (PMP) w/Exam	Project Management Institute	\$ 2,954.00	15	PY19 referrals carried over into PY20
		Information Technology Infrastructure Library (ITIL) w/Exam	Axelos (UK Government)	\$ 1,583.00	1	
		Cisco Certified Network Associate (CCNA) w/Exam	Cisco	\$ 2,349.00	0	
		Splunk Certified Architect & Tableau Programmer w/ Exam	Splunk	\$ 1,899.00	0	
		Certified Associate in Project Management (CAPM) with Exam	Project Management Institute	\$ 2,954.00	7	
Nursing Assistant Academy		Nursing Assistant	DC Health Board of Nursing	\$ 1,582.00	21	PY19 referrals carried over into FY20
Opportunities Industrialization Center of Washington (OIC)	For Profit	Comp TIA A+ Computer Repair	CompTIA	\$ 5,000.00	0	No referrals
		Customer Services for Hospitality & Retail Sales	American Hotel and Lodging Educational Institute	\$ 4,000.00	0	
		Home Health Care Aide	National Assoc. of Home care and Hospice	\$ 5,000.00	0	
Toni Thomas Associates	For Profit	Security Guard (unarmed)		\$ 3,500.00	2	PY19 referrals carried over into PY20
		Information Technology-A +	CompTIA	N/A	N/A	
		Information Technology-Security +	CompTIA	N/A	N/A	
		Commercial Driver's License-Class B	Federal Motor Carrier Safety Administration	\$ 4,000.00	6	
Urban Ed, Inc	For Profit	AWS Cloud Practitioner	Amazon	\$ 1,045.00	3	PY19 referrals carried over into PY20
		CompTIA A+	CompTIA	\$ 2,600.00	8	
		CompTIA Network +	CompTIA	\$ 1,045.00	1	
		CompTIA Security+	CompTIA	\$ 1,045.00	0	
		Cisco Certified Entry Level Networking Technician (CCENT)	Cisco	\$ 4,100.00	0	
Vets Group Training Academy	For Profit	Comp TIA Security +	CompTIA	\$ 3,792.00	N/A	No active HCA during this period
Westlink Career Institute	For Profit	EKG/ Phlebotomy	National Health Career Association	\$ 4,000.00	0	No referrals
		Emergency Medical Technician –Basic – 20 weeks	National Registry of Emergency Medical Technicians	\$ 4,000.00	0	

* Program Year 2020 data for ITAs is currently being reviewed for accuracy. Final data will be shared once it is available.

* The Office of Contracting and Procurement negotiates Human Care Agreements, including ITA rates, and rates vary depending on unique attributes of each provider's program.

Q51 - WIOA Funding, FY2019-2021

Funding stream	Funding amount (\$)			
		FY2019	FY2020	FY2021
WIOA Title I Adult state	<i>DOES</i>	\$ 164,074.41	\$ 306,074.31	\$ 286,185.79
	<i>WIC</i>	\$ 285,485.79	\$ 390,711.54	\$ 410,600.06
	<i>Total</i>	\$ 449,560.20	\$ 696,785.85	\$ 696,785.85
WIOA Title I Adult local	<i>DOES</i>	\$ 2,547,507.80	\$ 3,311,759.80	\$ 3,948,453.15
	<i>WIC</i>	N/A	N/A	N/A
	<i>Total</i>	\$ 2,547,507.80	\$ 3,311,759.80	\$ 3,948,453.15
WIOA Title I Youth state	<i>DOES</i>	\$ 188,224.31	\$ 217,545.80	\$ 114,347.19
	<i>WIC</i>	\$ 317,221.99	\$ 434,123.95	\$ 653,918.61
	<i>Total</i>	\$ 505,446.30	\$ 651,669.75	\$ 768,265.80
WIOA Title I Youth local	<i>DOES</i>	\$ 2,864,195.70	\$ 3,692,795.25	\$ 4,353,506.20
	<i>WIC</i>	N/A	N/A	N/A
	<i>Total</i>	\$ 2,864,195.70	\$ 3,692,795.25	\$ 4,353,506.20
WIOA Title I Dislocated Worker state	<i>DOES</i>	\$ 521,199.23	\$ 646,807.87	\$ 1,210,328.41
	<i>WIC</i>	\$ 454,749.22	\$ 622,244.33	\$ 456,222.29
	<i>Total</i>	\$ 975,948.45	\$ 1,269,052.20	\$ 1,666,550.70
WIOA Title I Dislocated worker local	<i>DOES</i>	\$ 5,530,374.55	\$ 7,191,295.80	\$ 9,443,787.30
	<i>WIC</i>	N/A	N/A	N/A
	<i>Total</i>	\$ 5,530,374.55	\$ 7,191,295.80	\$ 9,443,787.30
WIOA Governor's reserve (state set-aside)	<i>DOES</i>	\$ 873,497.95	\$ 1,170,427.98	\$ 1,610,861.39
	<i>WIC</i>	\$ 1,057,457.00	\$ 1,447,079.82	\$ 1,520,740.96
	<i>Total</i>	\$ 1,930,954.95	\$ 2,617,507.80	\$ 3,131,602.35
WIOA Title II (Adult Education)	<i>OSSE Federal</i>	\$ 1,289,224.00	\$ 1,448,162.00	\$ 1,327,168.00
	<i>OSSE Local</i>	\$ 4,420,492.33	\$ 4,226,299.85	\$ 3,860,360.72
	<i>WIC Career Pathways</i>	\$ 1,100,000.00	\$ 1,650,000.00	\$ 1,650,000.00
	<i>Total</i>	\$ 6,809,716.33	\$ 7,324,461.85	\$ 6,837,528.72
WIOA Title III (Wagner-Peyser/Employment Services)	<i>DOES</i>	\$ 2,252,276.00	\$ 2,249,654.00	
WIOA Title IV (Vocational Rehabilitation)	<i>VR</i>	\$12,687,212.00	\$15,361,711.00	\$3,070,812.00
	<i>Local VR Funds</i>	\$7,200,000.00	\$7,900,000.00	
	<i>SE-A</i>	\$150,000.00	\$150,000.00	\$150,000
	<i>SE-B</i>	\$150,000.00	\$150,000.00	\$150,000
	<i>AT</i>	\$390,232.00	\$398,163.00	\$78,648.00
	<i>DDS - Total</i>	\$20,577,444.00	\$23,959,874.00	\$3,449,460.00

Note:

The allocations listed do not include carryover from prior fiscal years

Funding from the WIOA State-wide Rapid Response grant is included in the total for WIOA Title I Dislocated Worker Local amounts

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Master List

Expenditure Guide Tab	Data Request	Instructions within Sheet
FY20 Programs	Agency Acronym	
FY20 Programs	Agency Name	
FY20 Programs	Data Reporting Year Type	Please input the type of year that best reflects your agency's reporting period. The options include, program year, fiscal year, and Other
FY20 Programs	Agency Data Reporting Tools	Input the names of the data systems or databases that the agency uses to collect, store, and report data.
FY20 Programs	Program Name	The Program Name should be the full name of the program
FY20 Programs	Program Description	The program description should include information regarding the following: goal/mission, target audience, how success is measured.
FY20 Programs	How does program define success?	In addition to the information included below, the program's success should include the negotiated outcomes within the agency's contract/grant/MOU
FY20 Programs	How would someone from the public get involved?	Please indicate how someone from the public would access this program
FY20 Programs	Program Length	Report the program length in either weeks or hours. If your agency is unable to report the timeframe in weeks or hours, then report the timeframe as accurate as possible in days, months, or years.
FY20 Programs	Program Length Additional Information	Agencies can utilize this section to provide more information about the length of the program. Examples include whether the program is separated into two time lengths (e.g., summer program is 12 weeks, spring program is 2 weeks, etc.).
FY20 Programs	High Demand Industry Sectors	The options include the following: Business Administration, Construction, Educational Services, Government, Healthcare, Hospitality, Information Technology, Infrastructure & Transportation, Law & Security, Public Service, Other. Agencies can input more than one option.
FY20 Programs	High Demand Industry Sectors: Other (Specified)	If agency selects "Other" in High Demand Industry Sector options (column 1), please specify the industry that is related to your agency's program. If the industry is not included in the list, please also provide a definition of the industry.
FY20 Programs	Program Services Provided	The options to select include: Remediation Education, Career Assessment, Case Management, Credential Attainment + Occupational Skills Training, Employer Service, Job/Workforce Readiness, Job Search/Placement, Post Exit Retention Services, Work Experience, and Other.
FY20 Programs	Program Services Provided: Other	If agency selects "Other" for Program Services Provided, please include a description below.

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FY20 Programs	Program Total Budget	Include Program Total Budget
		If there is any additional information to add about a program's total budget, such as splitting the budget or wage subsidy with another agency, please include below.
FY20 Programs	Program Budget Additional Information	
FY20 Programs	Portion of Funding Utilized for Wage Subsidies	
FY20 Programs	Program Funding Vehicle Type	Input which vehicle type is used to fund the program.
	If program has a MOU, please list the parties involved in the agreement.	
FY20 Programs	Grant/Contract/MOU Number	Input the identification number of the grant/contract/MOU
FY20 Programs	Receive Federal Funding	Include the exact dollar amount of funding received from each source. If the program does not receive funding from a specific source, input "0" in the corresponding column.
FY20 Programs	Receive Local Funding	
FY20 Programs	Receive Other Funding	
FY20 Programs	Receive Special Purpose Funding	
FY20 Programs	Receive Additional Funding (pell grants, loans, or private funding). If so, please specify by writing, for example "pell grants- 30k, private funding- 100k, loans- 203k"	
		If this program has an education requirement, please indicate below. If there are any CASAS score requirements, please input or adjust below to read "CASAS Grade Level: Math 6.0; Reading 6.0" On the other hand, if this program does not have any education requirements, input "No Education Requirement"
FY20 Programs	Education Requirements	
		Input the age requirements to participate in program. If the program serves all individuals over 18, please input "18+." It is expected that each program has an age requirement.
FY20 Programs	Age	
FY20 Programs	Displaced Homemaker	Input a "Y" if program served any individuals that met the criteria of a displaced homemaker, dislocated worker, long-term unemployed, low-income individual, individual with disabilities, ex-offender, homeless, or youth who aged out of foster care.
FY20 Programs	Dislocated Worker	
FY20 Programs	Long-Term Unemployed	
FY20 Programs	Low-Income Individuals	
FY20 Programs	Individuals with Disabilities	
FY20 Programs	Ex-Offenders	
FY20 Programs	Homeless Individuals	
FY20 Programs	Youth Aged Out of Foster Care	
FY20 Programs	Eligibility Requirements: Additional Information	
FY20 Programs	Number of Participants in Program	If your agency allows, please input the exact number of participants.
FY20 Programs	Number of Participants that Completed Program	Input the total number of participants that completed the program.
FY20 Programs	Was this program impacted by COVID? (Y/N)	

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FY20 Programs	Was this program moved to a virtual platform?	
FY20 Programs	If program was moved to virtual platform, did the agency accrue any additional costs related to moving the program to a virtual platform? (For example, did the agency have to invest more on digital resources for participants?)	
FY20 Programs	Please provide a narrative about how this program affected by COVID-19?	In the section below please provide a narrative about how COVID-19 impacted this program (e.g., was the program moved virtually, did the program have to discontinue, did the program have to reduce the number of participants or staff, etc.
FY20 Workforce Activities	Agency Acronym	
FY20 Workforce Activities	Agency Full Name	
FY20 Workforce Activities	Program Name	The Program Name should be identical to the program names reported in the Programs tab.
FY20 Workforce Activities	Provider Name	Provider should be the full name of the provider.
FY20 Workforce Activities	Provider Website	
FY20 Workforce Activities	Provider Address	
FY20 Workforce Activities	Provider Phone Number	
FY20 Workforce Activities	Provider Description	The description of the provider should include an overview of the provider and a description of the services. For example, if a course is listed as a workforce activity, the description should include a description of the course.
FY20 Workforce Activities	Provider Services	The options to select include: Remediation Education, Career Assessment, Case Management, Credential Attainment + Occupational Skills Training, Employer Service, Job/Workforce Readiness, Job Search/Placement, Post Exit Retention Services, and Work Experience.
FY20 Workforce Activities	Provider Services: Additional Information	
FY20 Workforce Activities	Industry Sector	The pre-populated options include the following: Business Administration, Construction, Educational Services, Government, Healthcare, Hospitality, Information Technology, Infrastructure & Transportation, Law & Security, Public Service, Other. Agencies can select more than one option.
FY20 Workforce Activities	Other Industry Sector	If agency selects "Other" in High Demand Industry Sector options (column I), please specify the industry that is related to your agency's program. If the industry is not included in the list, please also provide a definition of the industry.

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FY20 Workforce Activities	Associated Occupational Job Title and Code	Input the Associated Occupational Job Title and Code. The information should be input as " Code; Occupation Job Title " The SOC job title and code can be found on https://www.onetonline.org/ .
FY20 Workforce Activities	Occupational Credential Name	Input the name of the credential that participants are able to earn in this program, if applicable. If participants are not eligible to earn a credential from this program, input "Program does not offer credential."
FY20 Workforce Activities	Workforce Activity Length	Report the workforce activity length in either weeks or hours. If your agency is unable to report the timeframe in weeks or hours, then report the timeframe as accurate as possible in days, months, or years. It is expected that every workforce activity has a reported length.
FY20 Workforce Activities	Workforce Activity Name	The Workforce Activity Name should be the full name of the workforce activity.
FY20 Workforce Activities	Total Budget for Workforce Activity	Input the total budget for this provider's workforce activity.
FY20 Workforce Activities	Total Budget Additional Comments	
FY20 Workforce Activities	Does activity have a published tuition?	Input a "Yes" or "Nn" to answer whether the workforce activity has a published tuition.
FY20 Workforce Activities	Published Tuition Amount, if applicable	Input the exact dollar amount of the published tuition
FY20 Workforce Activities	Is funding per participant?	
FY20 Workforce Activities	If Workforce Activity is funded per participant, input the dollar amount.	
FY20 Workforce Activities	Cost Per Participant Funding Breakdown	Input how much of the funding is from it's different sources. Each source can be compiled in the individual cells below (e.g., 30k- federal; 250-local).
FY20 Workforce Activities	Degree Requirement	Select a degree requirement, the options include: Bachelor's Degree, High School Diploma or GED Equivalent, High School Enrollment, Graduate Program Enrollment, Some College, No Education Requirement, or Other
FY20 Workforce Activities	CASAS Score: Requirement	If this program has an education requirement, please indicate below. If there are any CASAS score requirements, please input or adjust below to read "CASAS Grade Level: Math 6.0; Reading 6.0"
FY20 Workforce Activities	Age Requirement (How old must participants be to participate in Workforce Activity)	Any age requirements that are above 18, should be input at "18+"
FY20 Workforce Activities	Driver's License	Input whether a participant is required to have a Driver's License, pass a drug test, pass a criminal background check by inputtin either a "Yes" or "No"
FY20 Workforce Activities	Drug Test Requirement	
FY20 Workforce Activities	Pass Criminal Background Check (No Felonies within 7 Years)	

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FY20 Workforce Activities	Additional Eligibility Requirements	Input whether there are additional eligbiility requirements for participants.
FY20 Workforce Activities	Total Number of Participants in Workforce Activity	The number of participants listed below should equal the total number of participants reported in the Programs tab.
FY20 Workforce Activities	Total Number of Participants who Completed Workforce Activity	
FY20 Workforce Activities	Female	
FY20 Workforce Activities	Male	
FY20 Workforce Activities	Asian	
FY20 Workforce Activities	Black or African American	
FY20 Workforce Activities	LatinX	
FY20 Workforce Activities	Native Hawaiian or Other Pacific Islander	
FY20 Workforce Activities	Two or More Races	
FY20 Workforce Activities	White	
FY20 Workforce Activities	Does your agency collect WIOA Performance Measure?	Input a "Yes" or "No" to indicate whether your agency collects WIOA Measures. If "N" is selected then the logical response to the WIOA Performance Measures is Data Not Captured. If agency selects "N" then skip all columns AQ-BK.
FY20 Workforce Activities	Employment 2nd Quarter after Exit- Target	
FY20 Workforce Activities	Employment 2nd Quarter After Exit- Outcome	
FY20 Workforce Activities	Employment 2nd Quarter: Unreported Data	
FY20 Workforce Activities	Is the data reported for Employment 2nd Qtr after Exit Final?	Input whether the data reported for Employment 2nd Qtr is final. Final means that this data is not expected to have any updates. The options to select include : "Yes" or "No"
FY20 Workforce Activities	Employment 2nd Quarter Unreported Data_Date Available	Input the date when Employment 2nd Quarter after exit will be available
FY20 Workforce Activities	Employment 4th Quarter After Exit- Target	
FY20 Workforce Activities	Employment 4th Quarter After Exit- Outcome	
FY20 Workforce Activities	Employment: Unreported Data	
FY20 Workforce Activities	Is the data reported for Employment 4th Qtr after Exit Final?	Input whether the data reported for Employment 4th Qtr is final. Final means that this data is not expected to have any updates. The options to select include : "Yes" or "No"
FY20 Workforce Activities	Employment 4th Quarter Unreported Data_Date Available	Input the date when Employment 4th Quarter after exit will be available
FY20 Workforce Activities	Employment Unreported Data: Additional Information	
FY20 Workforce Activities	Median Earnings	
FY20 Workforce Activities	Median Earnings: Unreported Data	

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FY20 Workforce Activities	Is the data reported for Median Earnings Final?	Input whether the data reported for Median Earning is final. Final means that this data is not expected to have any updates. The options to select include : "Yes" or "No"
FY20 Workforce Activities	Median Earnings: Unreported Data _Date Available	Input the date when Median Earnings after exit will be available
FY20 Workforce Activities	Median Earnings Unreported Data: Additional Information	
FY20 Workforce Activities	Credential Attainment- Outcome	
FY20 Workforce Activities	Credential Attainment: Unreported Data	
FY20 Workforce Activities	Credential Attainment Unreported Data: Additional Information	
FY20 Workforce Activities	Is the data reported for Credential Attainment Final?	Input whether the data reported for Credential Attainment final. Final means that this data is not expected to have any updates. The options to select include : "Yes" or "No"
FY20 Workforce Activities	Credential Attainment _Date Available Data	
FY20 Workforce Activities	Measurable Skills Gained	
FY20 Workforce Activities	Measurable Skills Gained: Unreported Data	
FY20 Workforce Activities	Measured Skills Gained: Unreported Data _Date Available	
FY20 Workforce Activities	Is the data reported for Measurable Skills Gained Final?	Input whether the data reported for Measurable Skills Gained is final. Final means that this data is not expected to have any updates.The options to select include : "Yes" or "No"
FY20 Workforce Activities	Measurable Skills Gained _Date Available Data	
FY20 Workforce Activities	Measurable Skills Gained Unreported Data: Additional Information	
FY20 Workforce Activities	Total Number of Participants who Earned a Credential	
FY20 Workforce Activities	Total Number of Participants that earned a high school diploma, if applicable	
FY20 Workforce Activities	Total Number of Participants that Exited within 90 Days	
FY20 Workforce Activities	Total Number of Participants Employed 90 days after Exit	
FY20 Workforce Activities	Total Number of Participants Employed 6 months after Exit	
FY20 Workforce Activities	Total Number of Participants Employed 1 year after Exit	
FY20 Workforce Activities	Total Number of interns who secured employment upon exiting program	
FY20 Workforce Activities	Average Wage for Employment	

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		If agency is able to provide this data, please include the information. If agency is not able able to provide data, please input whether the data is not available, data not captured, or data not applicable. If data is not available, please include the date when the data will be available to report.
FY20 Workforce Activities	Average wage at 1 year post employment	
FY20 Workforce Activities	Was this activity impacted by COVID? (Y/N)	
FY20 Workforce Activities	Was this activity moved to a virtual platform?	
FY20 Workforce Activities	If activity was moved to virtual platform, did the agency accrue any additional costs related to moving the program to a virtual platform? (For example, did the agency have to invest more on digital resources for participants?)	
FY20 Workforce Activities	Please provide a narrative about how this program affected by COVID-19?	In the section below please provide a narrative about how COVID-19 impacted this program (e.g., was the program moved virtually, did the program have to discontinue, did the program have to reduce the number of participants or staff, etc. Please keep in mind that the data from FY19 should support the information included here.
FY19 Programs	Agency Acronym	
FY19 Programs	Agency Name	
FY19 Programs	Data Reporting Year Type	Please input the type of year that best reflects your agency's reporting period. The options include, program year, fiscal year, and Other
FY19 Programs	Program Name	The Program Name should be the full name of the program
FY19 Programs	Program Description	The program description should include information regarding the following: goal/mission, target audience, how success is measured.
FY19 Programs	How does program define success?	In addition to the information included below, the program's success should include the negotiated outcomes within the agency's contract/grant/MOU
FY19 Programs	Program Length	Report the program length in either weeks or hours. If your agency is unable to report the timeframe in weeks or hours, then report the timeframe as accurate as possible in days, months, or years.
FY19 Programs	Program Length Additional Information	Agencies can utilize this section to provide more information about the length of the program. Examples include whether the program is separated into two time lengths (e.g., summer program is 12 weeks, spring program is 2 weeks, etc.).

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FY19 Programs	High Demand Industry Sectors	The pre-populated options include the following: Business Administration, Construction, Educational Services, Government, Healthcare, Hospitality, Information Technology, Infrastructure & Transportation, Law & Security, Public Service, Other. Agencies can select more than one option.
FY19 Programs	High Demand Industry Sectors: Other (Specified)	If agency selects "Other" in High Demand Industry Sector options (column I), please specify the industry that is related to your agency's program. If the industry is not included in the list, please also provide a definition of the industry.
FY19 Programs	Program Services Provided	The options to select include: Remediation Education, Career Assessment, Case Management, Credential Attainment + Occupational Skills Training, Employer Service, Job/Workforce Readiness, Job Search/Placement, Post Exit Retention Services, Work Experience, and Other.
FY19 Programs	Program Services Provided: Other	If agency selects "Other" for Program Services Provided, please include a description below.
FY19 Programs	Program Total Budget	Include Program Total Budget
FY19 Programs	Program Budget Additional Information	If there is any additional information to add about a program's total budget, such as splitting the budget or wage subsidy with another agency, please include below.
FY19 Programs	Portion of Funding Utilized for Wage Subsidies	
FY19 Programs	Program Funding Vehicle Type	Input which vehicle type is used to fund the program.
FY19 Programs	If program has a MOU, please list the parties involved in the agreement.	
FY19 Programs	Receive Federal Funding	Include the exact dollar amount of funding received from each source. If the program does not receive funding from a specific source, input "0" in the corresponding column.
FY19 Programs	Receive Local Funding	
FY19 Programs	Receive Other Funding	
FY19 Programs	Receive Special Purpose Funding	
FY19 Programs	Education Requirements	If this program has an education requirement, please indicate below. If there are any CASAS score requirements, please input or adjust below to read "CASAS Grade Level: Math 6.0; Reading 6.0" On the other hand, if this program does not have any education requirements, input "No Education Requirement"
FY19 Programs	Age	Input the age requirements to participate in program. If the program serves all individuals over 18, please input "18+." It is expected that each program has an age requirement.
FY19 Programs	Displaced Homemaker	
FY19 Programs	Dislocated Worker	
FY19 Programs	Long-Term Unemployed	
FY19 Programs	Low-Income Individuals	
FY19 Programs		

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FY19 Programs	Individuals with Disabilities	Input a "Y" if program served any individuals that met the criteria of a displaced homemaker, dislocated worker, long-term unemployed, low-income individual, individual with disabilities, ex-offender, homeless, or youth who aged out of foster care.
FY19 Programs	Ex-Offenders	
FY19 Programs	Homeless Individuals	
FY19 Programs	Youth Aged Out of Foster Care	
FY19 Programs	Eligibility Requirements: Additional Information	If there are any additional eligibility requirements, please input here.
FY19 Programs	Number of Participants in Program	If your agency allows, please input the exact number of participants.
FY19 Programs	Number of Participants that Completed Program	Input the total number of participants that completed the program.
FY19 Workforce Activities	Agency Acronym	
FY19 Workforce Activities	Agency Full Name	
FY19 Workforce Activities	Program Name	The Program Name should be identical to the program names reported in the Programs tab.
FY19 Workforce Activities	Provider Name	Provider should be the full name of the provider.
FY19 Workforce Activities	Provider Website	
FY19 Workforce Activities	Provider Address	
FY19 Workforce Activities	Provider Phone Number	
FY19 Workforce Activities	Provider Description	The description of the provider should include an overview of the provider and a description of the services. For example, if a course is listed as a workforce activity, the description should include a description of the course.
FY19 Workforce Activities	Provider Services	The options to select include: Remediation Education, Career Assessment, Case Management, Credential Attainment + Occupational Skills Training, Employer Service, Job/Workforce Readiness, Job Search/Placement, Post Exit Retention Services, and Work Experience.
FY19 Workforce Activities	Provider Services: Additional Information	
FY19 Workforce Activities	Industry Sector	The pre-populated options include the following: Business Administration, Construction, Educational Services, Government, Healthcare, Hospitality, Information Technology, Infrastructure & Transportation, Law & Security, Public Service, Other. Agencies can select more than one option.
FY19 Workforce Activities	Other Industry Sector	If agency selects "Other" in High Demand Industry Sector options (column I), please specify the industry that is related to your agency's program. If the industry is not included in the list, please also provide a definition of the industry.

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FY19 Workforce Activities	Associated Occupational Job Title and Code	Input the Associated Occupational Job Title and Code. The information should be input as " Code; Occupation Job Title " The SOC job title and code can be found on https://www.onetonline.org/ .
FY19 Workforce Activities	Occupational Credential Name	Input the name of the credential that participants are able to earn in this program, if applicable. If participants are not eligible to earn a credential from this program, input "Program does not offer credential."
FY19 Workforce Activities	Workforce Activity Length	Report the workforce activity length in either weeks or hours. If your agency is unable to report the timeframe in weeks or hours, then report the timeframe as accurate as possible in days, months, or years. It is expected that every workforce activity has a reported length.
FY19 Workforce Activities	Workforce Activity Name	The Workforce Activity Name should be the full name of the workforce activity.
FY19 Workforce Activities	Total Budget for Workforce Activity	Input the total budget for this provider's workforce activity.
FY19 Workforce Activities	Total Budget Additional Comments	
FY19 Workforce Activities	Does activity have a published tuition?	Input a "Yes" or "Nn" to answer whether the workforce activity has a published tuition.
FY19 Workforce Activities	Published Tuition Amount, if applicable	Input the exact dollar amount of the published tuition
FY19 Workforce Activities	Is funding per participant?	
FY19 Workforce Activities	If Workforce Activity is funded per participant, input the dollar amount.	
FY19 Workforce Activities	Cost Per Participant Funding Breakdown	Input how much of the funding is from it's different sources. Each source can be compiled in the individual cells below.
FY19 Workforce Activities	Degree Requirement	Select a degree requirement, the options include: Bachelor's Degree, High School Diploma or GED Equivalent, High School Enrollment, Graduate Program Enrollment, Some College, No Education Requirement, or Other
FY19 Workforce Activities	CASAS Score: Requirement	If this program has an education requirement, please indicate below. If there are any CASAS score requirements, please input or adjust below to read "CASAS Grade Level: Math 6.0; Reading 6.0"
FY19 Workforce Activities	Age Requirement (How old must participants be to participate in Workforce Activity)	Any age requirements that are above 18, should be input at "18+"
FY19 Workforce Activities	Driver's License	Input whether a participant is required to have a Driver's License, pass a drug test, pass a criminal background check by inputtin either a "Yes" or "No"
FY19 Workforce Activities	Drug Test Requirement	
FY19 Workforce Activities	Pass Criminal Background Check (No Felonies within 7 Years)	
FY19 Workforce Activities	Additional Eligibility Requirements	Input whether there are additional eligbiility requirements for participants.

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Master List

FY19 Workforce Activities	Total Number of Participants in Workforce Activity	
FY19 Workforce Activities	Total Number of Participants who Completed Workforce Activity	The number of participants listed below should equal the total number of participants reported in the Programs tab.
FY19 Workforce Activities	Female	Input the exact amount of participants that correspond to each demographic. The expectation is that each agency is able to report the data and avoid "data not captured."
FY19 Workforce Activities	Male	
FY19 Workforce Activities	Asian	
FY19 Workforce Activities	Black or African American	
FY19 Workforce Activities	LatinX	
FY19 Workforce Activities	Native Hawaiian or Other Pacific Islander	
FY19 Workforce Activities	Two or More Races	
FY19 Workforce Activities	White	
FY19 Workforce Activities	Does your agency collect WIOA Performance Measure?	
FY19 Workforce Activities	Employment 2nd Quarter after Exit- Target	
FY19 Workforce Activities	Employment 2nd Quarter After Exit- Outcome	
FY19 Workforce Activities	Employment 4th Quarter After Exit- Target	
FY19 Workforce Activities	Employment 4th Quarter After Exit- Outcome	
FY19 Workforce Activities	Employment: Unreported Data	
FY19 Workforce Activities	Employment Unreported Data: Additional Information	
FY19 Workforce Activities	Median Earnings	
FY19 Workforce Activities	Median Earnings: Unreported Data	
FY19 Workforce Activities	Median Earnings Unreported Data: Additional Information	
FY19 Workforce Activities	Credential Attainment- Outcome	
FY19 Workforce Activities	Credential Attainment: Unreported Data	
FY19 Workforce Activities	Credential Attainment Unreported Data: Additional Information	
FY19 Workforce Activities	Measurable Skills Gained	
FY19 Workforce Activities	Measurable Skills Gained: Unreported Data	
FY19 Workforce Activities	Measurable Skills Gained Unreported Data: Additional Information	

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 FY20 Programs

Notes				
		Please input the type of year that best reflects your agency's reporting period. The options include, program year, fiscal year, and Other	Input the names of the data systems or databases that the agency uses to collect, store, and report data.	The Program Name should be the full name of the program
Agency Acronym	Agency Name	Data Reporting Year Type	Agency Data Reporting Tools	Program Name

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 FY20 Programs

<p>The program description should include information regarding the following: goal/mission, target audience, how success is measured.</p>	<p>In addition to the information included below, the program's success should include the negotiated outcomes within the agency's contract/grant/MOU</p>	<p>Please indicate how someone from the public would access this program</p>	<p>Report the program length in either weeks or hours. If your agency is unable to report the timeframe in weeks or hours, then report the timeframe as accurate as possible in days, months, or years.</p>	<p>Agencies can utilize this section to provide more information about the length of the program. Examples include whether the program is separated into two time lengths (e.g., summer program is 12 weeks, spring program is 2 weeks, etc.).</p>
<p>Program Description</p>	<p>How does program define success?</p>	<p>How would someone from the public get involved?</p>	<p>Program Length</p>	<p>Program Length Additional Information</p>

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 FY20 Programs

<p>The options include the following: Business Administration, Construction, Educational Services, Government, Healthcare, Hospitality, Information Technology, Infrastructure & Transportation, Law & Security, Public Service, Other. Agencies can input more than one option.</p>	<p>If agency selects "Other" in High Demand Industry Sector options (column I), please specify the industry that is related to your agency's program. If the industry is not included in the list, please also provide a definition of the industry.</p>	<p>The options to select include: Remediation Education, Career Assessment, Case Management, Credential Attainment + Occupational Skills Training, Employer Service, Job/Workforce Readiness, Job Search/Placement, Post Exit Retention Services, Work Experience, and Other.</p>	<p>If agency selects "Other" for Program Services Provided, please include a description below.</p>
<p>High Demand Industry Sectors</p>	<p>High Demand Industry Sectors: Other (Specified)</p>	<p>Program Services Provided</p>	<p>Program Services Provided: Other</p>

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Programs

Include Program Total Budget	If there is any additional information to add about a program's total budget, such as splitting the budget or wage subsidy with another agency, please include below.		Input which vehicle type is used to fund the program.
Program Total Budget	Program Budget Additional Information	Portion of Funding Utilized for Wage Subsidies	Program Funding Vehicle Type

Q. 52.1 FY20 Expenditure Guide Blank Template
FY20 Programs

	Input the identification number of the grant/contract/MOU	Include the exact dollar amount
If program has a MOU, please list the parties involved in the agreement.	Grant/Contract/MOU Number	Receive Federal Funding

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Programs

Amount of funding received from each source. If the program does not receive funding from a specific source, input "0" in the corresponding column.

Receive Local Funding	Receive Other Funding	Receive Special Purpose Funding	Receive Additional Funding (pell grants, loans, or private funding). If so, please specify by writing, for example "pell grants- 30k, private funding- 100k, loans- 203k"

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Programs

<p>If this program has an education requirement, please indicate below. If there are any CASAS score requirements, please input or adjust below to read "CASAS Grade Level: Math 6.0; Reading 6.0" On the other hand, if this program does not have any education requirements, input "No Education Requirement"</p>	<p>Input the age requirements to participate in program. If the program serves all individuals over 18, please input "18+." It is expected that each program has an age requirement.</p>	<p>Input a "Y" if program served any individuals that met the criteria:</p>	
Education Requirements	Age	Displaced Homemaker	Dislocated Worker

Q. 52.1 FY20 Expenditure Guide Blank Template
FY20 Programs

a of a displaced homemaker, dislocated worker, long-term unemployed, low-income individual, individual with disabilities, ex-offender, homeless, or youth who a

Long-Term Unemployed	Low-Income Individuals	Individuals with Disabilities	Ex-Offenders	Homeless Individuals

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Programs

aged out of foster care.	If there are any additional eligibility requirements, please input here.	If your agency allows, please input the exact number of participants.	Input the total number of participants that completed the program.	
Youth Aged Out of Foster Care	Eligibility Requirements: Additional Information	Number of Participants in Program	Number of Participants that Completed Program	Was this program impacted by COVID? (Y/N)

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Programs

		<p>In the section below please provide a narrative about how COVID-19 impacted this program (e.g., was the program moved virtually, did the program have to discontinue, did the program have to reduce the number of participants or staff, etc. Please keep in mind that the data from FY19 should support the information included here.</p>
<p>Was this program moved to a virtual platform?</p>	<p>If program was moved to virtual platform, did the agency accrue any additional costs related to moving the program to a virtual platform? (For example, did the agency have to invest more on digital resources for participants?)</p>	<p>Please provide a narrative about how this program affected by COVID-19?</p>

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Workforce Activities

Notes					
		The Program Name should be identical to the program names reported in the Programs tab.	Provider should be the full name of the provider.		
Agency			Provider		
Agency Acronym	Agency Full Name	Program Name	Provider Name	Provider Website	Provider Address

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Workforce Activities

FY20 Workforce Activities				
	The description of the provider should include an overview of the provider and a description of the services. For example, if a course is listed as a workforce activity, the description should include a description of the course.	The options to select include: Remediation Education, Career Assessment, Case Management, Credential Attainment + Occupational Skills Training, Employer Service, Job/Workforce Readiness, Job Search/Placement, Post Exit Retention Services, and Work Experience.		The pre-populated options include the following: Business Administration, Construction, Educational Services, Government, Healthcare, Hospitality, Information Technology, Infrastructure & Transportation, Law & Security, Public Service, Other. Agencies can select more than one option.
				Industry
Provider Phone Number	Provider Description	Provider Services	Provider Services: Additional Information	Industry Sector

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Workforce Activities

If agency selects "Other" in High Demand Industry Sector options (column I), please specify the industry that is related to your agency's program. If the industry is not included in the list, please also provide a definition of the industry.	Input the Associated Occupational Job Title and Code. The information should be input as " Code; Occupation Job Title " The SOC job title and code can be found on https://www.onetonline.org/ .	Input the name of the credential that participants are able to earn in this program, if applicable. If participants are not eligible to earn a credential from this program, input "Program does not offer credential."	Report the workforce activity length in either weeks or hours. If your agency is unable to report the timeframe in weeks or hours, then report the timeframe as accurate as possible in days, months, or years. It is expected that every workforce activity has a reported length.	The Workforce Activity Name should be the full name of the workforce activity.
Workforce Activity				
Other Industry Sector	Associated Occupational Job Title and Code	Occupational Credential Name	Workforce Activity Length	Workforce Activity Name

Q. 52.1 FY20 Expenditure Guide Blank Template
FY20 Workforce Activities

Input the total budget for this provider's workforce activity.		Input a "Yes" or "Nn" to answer whether the workforce activity has a published tuition.	Input the exact dollar amount of the published tuition		
--	--	---	--	--	--

Budget					
Total Budget for Workforce Activity	Total Budget Additional Comments	Does activity have a published tuition?	Published Tuition Amount, if applicable	Is funding per participant?	If Workforce Activity is funded per participant, input the dollar amount.

Q. 52.1 FY20 Expenditure Guide Blank Template
FY20 Workforce Activities

Input how much of the funding is from it's different sources. Each source can be compiled in the individual cells below.	Select a degree requirement, the options include: Bachelor's Degree, High School Diploma or GED Equivalent, High School Enrollment, Graudate Program Enrollment, Some College, No Education Requirement, or Other	If this program has an education requirement, please indicate below. If there are any CASAS score requirements, please input or adjust below to read "CASAS Grade Level: Math 6.0; Reading 6.0"	Any age requirements that are above 18, should be input at "18+"	Input whether a participant is required to have a drug test, pass a criminal background check by inputting "Yes" or "No"	
Eligibility					
Cost Per Participant Funding Breakdown	Degree Requirement	CASAS Score: Requirement	Age Requirement (How old must participants be to participate in Workforce Activity)	Driver's License	Drug Test Requirement

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Workforce Activities

Q. 52.1 FY20 Expenditure Guide Blank Template					
FY20 Workforce Activities					
Driver's License, pass a outtin either a "Yes" or	Input whether there are additional eligbiility requirements for participants.	The number of participants listed below should equal the total number of participants reported in the Programs tab.		Input the exact amount of participants that corres	
		Participants		Demographics	
Pass Criminal Background Check (No Felonies within 7 Years)	Additional Eligibility Requirements	Total Number of Participants in Workforce Activity	Total Number of Participants who Completed Workforce Activity	Female	Male

Q. 52.1 FY20 Expenditure Guide Blank Template
FY20 Workforce Activities

Respond to each demographic. The expectation is that each agency is able to report the data and avoid "data not captured."

Asian	Black or African American	LatinX	Native Hawaiian or Other Pacific Islander	Two or More Races	White

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Workforce Activities

Input a "Yes" or "No" to indicate whether your agency collects WIOA Measures. If "N" is selected then the logical response to the WIOA Performance Measures is Data Not Captured. If agency selects "N" then skip all columns AQ-BK.				Input whether the data reported for Employment 2nd Qtr is final. Final means that this data is not expected to have any updates. The options to select include : "Yes" or "No"	Input the date when Employment 2nd Quarter after exit will be available
WIOA Performance					
Does your agency collect WIOA Performance Measure?	Employment 2nd Quarter after Exit-Target	Employment 2nd Quarter After Exit-Outcome	Employment 2nd Quarter: Unreported Data	Is the data reported for Employment 2nd Qtr after Exit Final?	Employment 2nd Quarter Unreported Data_Date Available

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Workforce Activities

			Input whether the data reported for Employment 4th Qtr is final. Final means that this data is not expected to have any updates. The options to select include : "Yes" or "No"	Input the date when Employment 4th Quarter after exit will be available	
Employment 4th Quarter After Exit-Target	Employment 4th Quarter After Exit-Outcome	Employment: Unreported Data	Is the data reported for Employment 4th Qtr after Exit Final?	Employment 4th Quarter Unreported Data_Date Available	Employment Unreported Data: Additional Information

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Workforce Activities

		Input whether the data reported for Credential Attainment final. Final means that this data is not expected to have any updates. The options to select include : "Yes" or "No"			
Credential Attainment: Unreported Data	Credential Attainment Unreported Data: Additional Information	Is the data reported for Credential Attainment Final?	Credential Attainment_Date Available Data	Measurable Skills Gained	Measurable Skills Gained: Unreported Data

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Workforce Activities

FY20 Workforce Activities					
					If agency is able to provide the information, please include the information. If the agency is unable to provide data, please indicate that data is not available, data is not applicable, or data is not reported. If data is not reported, please include the date when the data is expected to be reported.
Total Number of Participants that Exited within 90 Days	Total Number of Participants Employed 90 days after Exit	Total Number of Participants Employed 6 months after Exit	Total Number of Participants Employed 1 year after Exit	Total Number of interns who secured employment upon exiting program	Average Wage for Employment

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY20 Workforce Activities

<p>de this data, please If agency is not able ase input whether the a not captured, or data not available, please ie data will be available</p>				<p>In the section below please provide a narrative about how COVID-19 impacted this program (e.g., was the program moved virtually, did the program have to discontinue, did the program have to reduce the number of participants or staff, etc. Please keep in mind that the data from FY19 should support the information included here.</p>
<p>COVID-19 Related Questions</p>				
<p>Average wage at 1 year post employment</p>	<p>Was this activity impacted by COVID? (Y/N)</p>	<p>Was this activity moved to a virtual platform?</p>	<p>If activity was moved to virtual platform, did the agency accrue any additional costs related to moving the program</p>	<p>Please provide a narrative about how this program affected by COVID-19?</p>

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Programs

Notes				
		Please input the type of year that best reflects your agency's reporting period. The options include, program year, fiscal year, and Other	The Program Name should be the full name of the program	The program description should include information regarding the following: goal/mission, target audience, how success is measured.
Agency Acronym	Agency Name	Data Reporting Year Type	Program Name	Program Description

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Programs

<p>In addition to the information included below, the program's success should include the negotiated outcomes within the agency's contract/grant/MOU</p>	<p>Report the program length in either weeks or hours. If your agency is unable to report the timeframe in weeks or hours, then report the timeframe as accurate as possible in days, months, or years.</p>	<p>Agencies can utilize this section to provide more information about the length of the program. Examples include whether the program is separated into two time lengths (e.g., summer program is 12 weeks, spring program is 2 weeks, etc.).</p>	<p>The pre-populated options include the following: Business Administration, Construction, Educational Services, Government, Healthcare, Hospitality, Information Technology, Infrastructure & Transportation, Law & Security, Public Service, Other. Agencies can select more than one option.</p>	<p>If agency selects "Other" in High Demand Industry Sector options (column I), please specify the industry that is related to your agency's program. If the industry is not included in the list, please also provide a definition of the industry.</p>
<p>How does program define success?</p>	<p>Program Length</p>	<p>Program Length Additional Information</p>	<p>High Demand Industry Sectors</p>	<p>High Demand Industry Sectors: Other (Specified)</p>

Q. 52.1 FY20 Expenditure Guide Blank Template
FY19 Programs

The options to select include: Remediation Education, Career Assessment, Case Management, Credential Attainment + Occupational Skills Training, Employer Service, Job/Workforce Readiness, Job Search/Placement, Post Exit Retention Services, Work Experience, and Other.	If agency selects "Other" for Program Services Provided, please include a description below.	Include Program Total Budget	If there is any additional information to add about a program's total budget, such as splitting the budget or wage subsidy with another agency, please include below.	Portion of Funding Utilized for Wage Subsidies
Program Services Provided	Program Services Provided: Other	Program Total Budget	Program Budget Additional Information	Portion of Funding Utilized for Wage Subsidies

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Programs

Q. 52.1 FY20 Expenditure Guide Blank Template FY19 Programs				
Input which vehicle type is used to fund the program.		Include the exact dollar amount of funding received from each source. If the program does not receive funding from a specific source, input "0" in the corresponding column.		
Program Funding Vehicle Type	If program has a MOU, please list the parties involved in the agreement.	Receive Federal Funding	Receive Local Funding	Receive Other Funding

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Programs

Q. 52.1 FY20 Expenditure Guide Blank Template FY19 Programs				
s not receive funding from a	If this program has an education requirement, please indicate below. If there are any CASAS score requirements, please input or adjust below to read "CASAS Grade Level: Math 6.0; Reading 6.0" On the other hand, if this program does not have any education requirements, input "No Education Requirement"	Input the age requirements to participate in program. If the program serves all individuals over 18, please input "18+." It is expected that each program has an age requirement.	Input a "Y" if program served any individuals that met the cr foster care.	
Receive Special Purpose Funding	Education Requirements	Age	Displaced Homemaker	Dislocated Worker

Q. 52.1 FY20 Expenditure Guide Blank Template
FY19 Programs

criteria of a displaced homemaker, dislocated worker, long-term unemployed, low-income individual, individual with disabilities, ex-offender, homeless

Long-Term Unemployed	Low-Income Individuals	Individuals with Disabilities	Ex-Offenders	Homeless Individuals
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Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Programs

s, or youth who aged out of	If there are any additional eligibility requirements, please input here.	If your agency allows, please input the exact number of participants.	Input the total number of participants that completed the program.	
Youth Aged Out of Foster Care	Eligibility Requirements: Additional Information	Number of Participants in Program	Number of Participants that Completed Program	Total Number Employed

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Workforce Activities

Notes				
		The Program Name should be identical to the program names reported in the Programs tab.	Provider should be the full name of the provider.	
Agency			Provider	
Agency Acronym	Agency Full Name	Program Name	Provider Name	Provider Website

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Workforce Activities

Q. 52.1 FY20 Expenditure Guide Blank Template FY19 Workforce Activities				
		The description of the provider should include an overview of the provider and a description of the services. For example, if a course is listed as a workforce activity, the description should include a description of the course.	The options to select include: Remediation Education, Career Assessment, Case Management, Credential Attainment + Occupational Skills Training, Employer Service, Job/Workforce Readiness, Job Search/Placement, Post Exit Retention Services, and	
Provider Address	Provider Phone Number	Provider Description	Provider Services	Provider Services: Additional Information

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Workforce Activities

Q. 52.1 FY20 Expenditure Guide Blank Template FY19 Workforce Activities				
The pre-populated options include the following: Business Administration, Construction, Educational Services, Government, Healthcare, Hospitality, Information Technology, Infrastructure & Transportation, Law & Security, Public Service, Other. Agencies can select	If agency selects "Other" in High Demand Industry Sector options (column I), please specify the industry that is related to your agency's program. If the industry is not included in the list, please also provide a definition of the industry.	Input the Associated Occupational Job Title and Code. The information should be input as " Code; Occupation Job Title " The SOC job title and code can be found on https://www.onetonline.org/ .	Input the name of the credential that participants are able to earn in this program, if applicable. If participants are not eligible to earn a credential from this program, input "Program does not offer credential."	Report the workforce activity length in either weeks or hours. If your agency is unable to report the timeframe in weeks or hours, then report the timeframe as accurate as possible in days, months, or years. It is expected that every workforce activity has a reported length.
Industry				Workforce Activity
Industry Sector	Other Industry Sector	Associated Occupational Job Title and Code	Occupational Credential Name	Workforce Activity Length

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Workforce Activities

The Workforce Activity Name should be the full name of the workforce activity.	Input the total budget for this provider's workforce activity.		Input a "Yes" or "Nn" to answer whether the workforce activity has a published tuition.	Input the exact dollar amount of the published tuition
Budget				
Workforce Activity Name	Total Budget for Workforce Activity	Total Budget Additional Comments	Does activity have a published tuition?	Published Tuition Amount, if applicable

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Workforce Activities

Q. 52.1 FY20 Expenditure Guide Blank Template				
FY19 Workforce Activities				
		Input how much of the funding is from it's different sources. Each source can be compiled in the individual cells below.	Select a degree requirement, the options include: Bachelor's Degree, High School Diploma or GED Equivalent, High School Enrollment, Graudate Program Enrollment, Some College, No Education Requirement, or Other	If this program has an education requirement, please indicate below. If there are any CASAS score requirements, please input or adjust below to read "CASAS Grade Level: Math 6.0; Reading 6.0"
			Eligibility	
Is funding per participant?	If Workforce Activity is funded per participant, input the dollar amount.	Cost Per Participant Funding Breakdown	Degree Requirement	CASAS Score: Requirement

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Workforce Activities

Any age requirements that are above 18, should be input at "18+"	Input whether a participant is required to have a Driver's License, pass a drug test, pass a criminal background check by inputting either a "Yes" or "No"			Input whether there are additional eligibility requirements for participants.
Age Requirement (How old must participants be to participate in Workforce Activity)	Driver's License	Drug Test Requirement	Pass Criminal Background Check (No Felonies within 7 Years)	Additional Eligibility Requirements

Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Workforce Activities

Participants		Demographics		
Total Number of Participants in Workforce Activity	Total Number of Participants who Completed Workforce Activity	Female	Male	Asian
<p>The number of participants listed below should equal the total number of participants reported in the Programs tab.</p>		<p>Input the exact amount of participants that correspond to each demographic. The expected total number of participants should equal the total number of participants reported in the Programs tab.</p>		

Q. 52.1 FY20 Expenditure Guide Blank Template
FY19 Workforce Activities

Expectation is that each agency is able to report the data and avoid "data not captured."

Black or African American	LatinX	Native Hawaiian or Other Pacific Islander	Two or More Races	White
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Q. 52.1 FY20 Expenditure Guide Blank Template
 FY19 Workforce Activities

Input a "Yes" or "No" to indicate whether your agency collects WIOA Measures. If "N" is selected then the logical response to the WIOA Performance Measures is Data Not Captured. If agency selects "N" then skip all columns AQ-BK.				
WIOA Performance Measures				
Does your agency collect WIOA Performance Measure?	Employment 2nd Quarter after Exit- Target	Employment 2nd Quarter After Exit- Outcome	Employment 4th Quarter After Exit- Target	Employment 4th Quarter After Exit- Outcome

Q. 52.1 FY20 Expenditure Guide Blank Template
FY19 Workforce Activities

FY19 Workforce Activities				
Employment: Unreported Data	Employment Unreported Data: Additional Information	Median Earnings	Median Earnings: Unreported Data	Median Earnings Unreported Data: Additional Information

Q. 52.1 FY20 Expenditure Guide Blank Template
FY19 Workforce Activities

FY19 Workforce Activities				
Credential Attainment- Outcome	Credential Attainment: Unreported Data	Credential Attainment Unreported Data: Additional Information	Measurable Skills Gained	Measurable Skills Gained: Unreported Data

WORKFORCE INVESTMENT COUNCIL

The FY20 Workforce Expenditure Guide Optional Call November 17, 2020



AGENDA

- I. Welcome
- II. Communication Updates
 - I. Teams Account & Monthly Check-In Call
- III. Data Collection Tools
 - I. Excel
- IV. Timeline
- V. FAQ
- VI. Closing & Next Steps



Welcome



Communication Updates



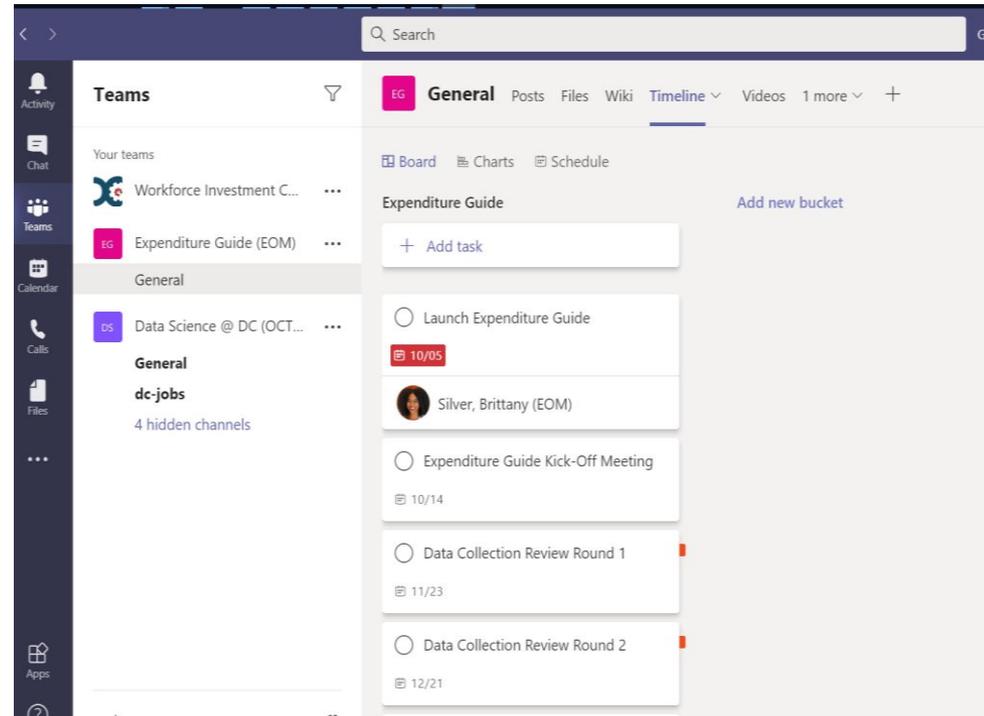
Communication Updates

1. Teams Channel

1. Communicate via chat
2. Direct way of communicating with me with me and your colleagues about the Expenditure Guide
3. Hub for Resources: documents, links, updates, and previous Expenditure Guides...and Expenditure Guide encouragement!

2. Monthly Check In Call (Optional)

- Tuesday, November 17, 2020 @ 10:30am
- Tuesday, December 15, 2020 @ 10:30am
- Tuesday, January 12, 2021 @ 10:30am



Data Collection Tools: Excel Template



Excel



Overview of Excel Template

- The Excel template includes the data that was reported last year.
- There are notes written above columns to provide instructions on what data to select
- There are data validation messages included in the cells that request specific information (e.g., yes or no responses, numbers only, etc.)
- **For any updates made to FY19, please highlight in yellow!**

Notes				
		The Program Name should be identical to the program names reported in the Programs tab.	Provider should be the full name of the provider.	
Agency		Provider		
Agency Acronym	Agency Full Name	Program Name	Provider Name	Provider URL
CFSA	Child and Family Services	Chafee Funds	Aveda Institute	https://www.avedainstitute.com/
CFSA	Child and Family Services	Chafee Funds	Bennett Career Institute, Inc.	https://www.bennettcareer.com/
CFSA	Child and Family Services	Chafee Funds	GSSC	https://www.gssc.org/
CFSA	Child and Family Services	Chafee Funds	Hair Academy	https://www.hairacademy.com/
CFSA	Child and Family Services	Chafee Funds	Salon Professional	https://www.salonprofessional.com/
CFSA	Child and Family Services	Chafee Funds	VMT	https://www.vmt.com/
DBH	Department of Behavioral Health	DBH Evidence-Based Supported Employment	Community Connection, Inc.	www.communityconnection.org
DBH	Department of Behavioral Health	DBH Evidence-Based Supported Employment	Anchor Mental Health	cathc.anchormentalhealth.com
DBH	Department of Behavioral Health	DBH Evidence-Based Supported Employment	Psychiatric Center Chartered, Inc.	https://www.pccc.org/
DBH	Department of Behavioral Health	DBH Evidence-Based Supported Employment	Pathways to Housing DC	https://www.pathwaystohousingdc.org/
DBH	Department of Behavioral Health	DBH Evidence-Based Supported Employment	Psychiatric Rehab Services	https://www.prs.org/
DBH	Department of Behavioral Health	DBH Evidence-Based Supported Employment	MBI Health Services	http://www.mbihealth.com/
DBH	Department of Behavioral Health	DBH Evidence-Based Supported Employment	PSI Services, Inc.	http://www.psi-services.com/
DCHA	District of Columbia Health	UDC Courses	University of the District of Columbia	https://www.udc.edu/



Timeline



Timeline

Timeline	Task
October 13, 2020	Kick- Off Meeting with Participating Agencies
October 13, 2020- November 23, 2020	Agencies to begin inputting data
October 13, 2020- November 23, 2020	WIC + Agency Data Review Process Phase 1
November 23, 2020- December 21, 2020	WIC+ Agency Data Review Process Phase 2
December 22, 2020 – January 1, 2020	First Draft of Expenditure Guide
January 1, 2021 – January 15, 2021	WIC + Agency Review Process Phase 3
January 15, 2021- January 22, 2021	Finalize Expenditure Guide
January 25, 2021- January 29, 2021	Final Review of Expenditure Guide
February 1, 2021	Submit Expenditure Guide to IQ Process



FAQs



FAQs

1. What if I will not be the POC for my agency?

- Email [Brittany Silver](#) the name of the POC.

2. What if my agency provides direct services (i.e., does not partner with providers)?

- **If agency does not partner with providers, then the POC will input the Agency Name as the Provider in the Workforce Activity Table**

3. What if my agency does not track WIOA measures?

- If agency does not track WIOA measures, select “N” in column AP and proceed to respond to questions beginning in column BL, which is labeled “Non- WIOA Performance Measures.”

4. Can I import my agency specific data?

- No. Agency specific data cannot be imported into Quickbase. Instead, agencies can input data that corresponds directly to the fields requested in Quickbase or Excel, or add their data to a tab in Excel.



Next Steps



Immediate Next Steps

1. Check Teams Channel for updates
2. Review Excel Templates
3. Collect and Compile Data
4. [Input data into Excel Template](#)
5. [Sign-up for individual meeting, if you have questions!](#)



Questions?



THANK YOU!



WORKFORCE INVESTMENT COUNCIL

The FY20 Workforce Expenditure Guide Optional Call December 15, 2020



AGENDA

- I. Overall Status Update : Are we on track for our deadline?
- II. General Feedback from Deadline I
- III. Expectations for Deadline II
- IV. Accompanying Document
- V. What additional resources/supports do you need from me?
- VI. Communication Update
- VII. Timeline
- VIII. Next Steps
- IX. Q&A
- X. Closing



Status Update



Status Update

We are on track to meet our deadline of February 1st



General Feedback



Feedback Summary

In total there are **231** combined requests for FY19 + FY20

On average, approximately **77%** of the data was reported across agencies!



Most Common Areas of Unreported Data

FY20 Programs

- Agency Data Reporting Tools
- How does program define success – If there are specific MOU guidelines
- How does someone from the Public get involved
- **Grant/Contract/MOU Number**
- **Number of Participants that Completed Program***
- **Source Funding***: Receive Federal Funding, Local Funding, Other Funding, Special Funding, Additional Funding (Pell Grant/Private Funding/Loan)
- **Budget Codes**: Index, PCA, Fund, Comp Object, Organization, Program,
- COVID-19 Related Questions

Bolded means these requests are also included in FY19 Programs.
Asterisk means the data is important.



Most Common Areas of Unreported Data

FY20 Workforce Activities

- **Does Activity have a Published Tuition/ Published Tuition Amount**
- **Occupational Credential Name***
- **Driver's License**
- **Demographics** (replacing *n*)
- Non-WIOA Performance Measures: *Total Number of Participants who earned credential, total number of participants who earned a post secondary diploma, total number of participants that earned a high school diploma, total number of participants that exited within 90 days, total number of participants employed 90 days after exit, number of participants employed 6 months after exit, total number of participants employed 1 year after exit, total number of interns who secured employment upon exiting program, average wage for employment, average wage 1 year post employment.*
- COVID-19 Related Questions

Bolded means these requests are also included in FY19 Programs
Asterisk means the data is important.



Expectations for Deadline II 12.21.2020

**Extended Deadline 12.28.2020*



Expectations for Deadline II

- The data will be aggregated across all agencies
- Agencies will be asked to review the Accompanying Document to ensure that all data has been input into the document accurately.
- Agencies should strive to submit as much final data as possible.



Accompanying Document



Accompanying Document

- The Accompanying Document will include the following:
 - The program descriptions, how agencies define success, how someone may get involved, budget, total number of participants and number that completed, eligibility requirements, and COVID-19 related questions will be added to the Accompany Document.
 - Additional points may be added; however, this is the priority
 - The goal is to release the Accompanying Document by the second week of January
- [FY19 Accompanying Document](#)



Additional Support



What additional support do you need from me?



Communication Updates



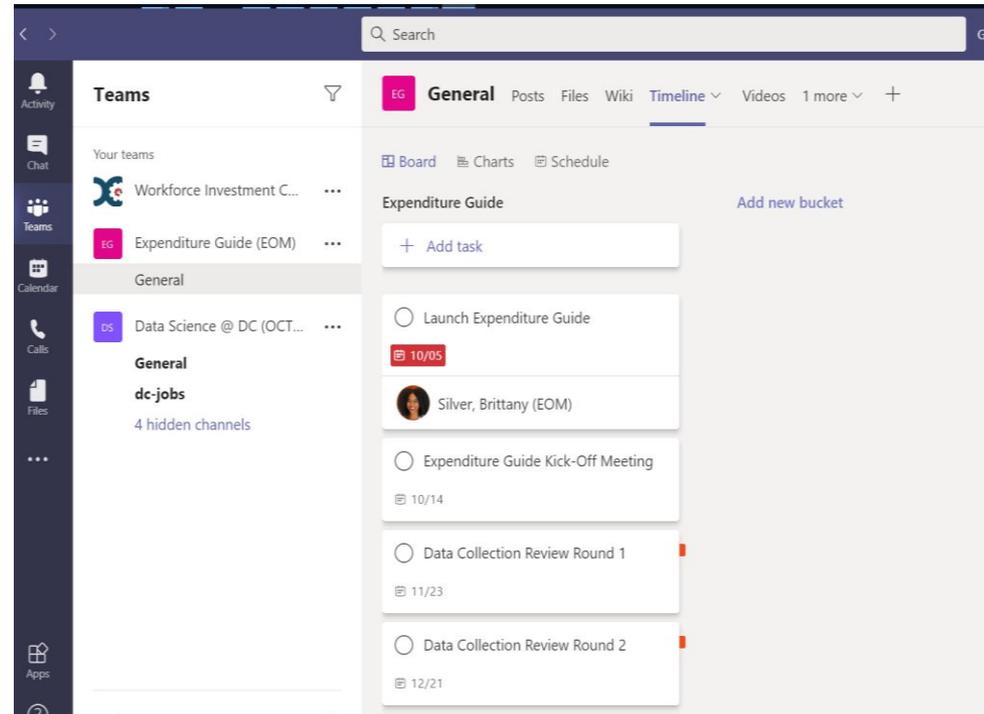
Communication Updates

1. Teams Channel

1. Communicate via chat
2. Direct way of communicating with me and your colleagues about the Expenditure Guide
3. Hub for Resources: documents, links, updates, and previous Expenditure Guides...and Expenditure Guide encouragement!

2. Monthly Check In Call (Optional)

- Tuesday, January 12, 2021 @ 10:30am
 - Invitation will be sent today!



Timeline



Timeline

Timeline	Task
October 13, 2020	Kick- Off Meeting with Participating Agencies
October 13, 2020- November 23, 2020	Agencies begin inputting data
October 13, 2020- November 23, 2020	WIC + Agency Data Review Process Phase 1
November 23, 2020- December 21, 2020 *December 28, 2020*	WIC+ Agency Data Review Process Phase 2 <i>Extended Deadline</i>
December 22, 2020 – January 11, 2021	First Draft of Expenditure Guide/Accompanying Document
January 11, 2021 – January 22, 2021	WIC + Agency Approval
January 22, 2021- January 27, 2021	Finalize Expenditure Guide/Final Follow-Ups
January 27, 2021- January 29, 2021	Final Review of Expenditure Guide
February 1, 2021	Submit Expenditure Guide to IQ Process



Next Steps



Next Steps

1. Report any outstanding data
2. Respond with Data Not Available, Data Not Applicable, Data Not Captured, where applicable.



Q & A



THANK YOU!



WORKFORCE INVESTMENT COUNCIL

The FY20 Workforce Expenditure Guide Optional Call January 12, 2021



AGENDA

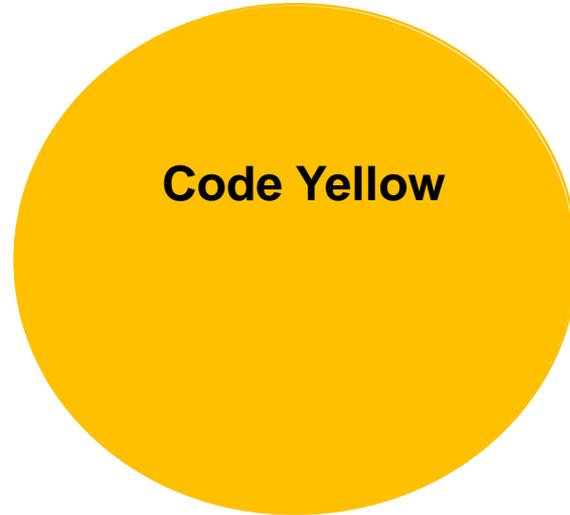
- I. Overall Status Update
- II. Final push for data
- III. Communication from the WIC
- IV. Accompanying Document
- V. Timeline
- VI. What additional resources/supports do you need from me
- VII. Q&A
- VIII. Closing



Status Update



Status Update



We need to collect all budget and performance information from each agency.



Final Push



Final Push

- Any agency that has an internal report that captures performance measures, please upload it to your [agency's folder](#)
- Input budget codes that correspond to your agency's programs
- Input the total dollar amount of funding received from each funding source
- Input occupational credential names wherever credential attainment is included in the services
- Demographics- Everywhere there is a "n" please replace with an exact number unless your agency has a policy that prevents this information being reported
- Participants- The number of participants included in the programs tab should always equal the number of participants in the activities tab.



WIC Communication



WIC Communication

- Agencies missing data will receive an email from Brittany Silver and a follow-up email from additional WIC leadership team.
- This is to ensure that everyone is aware of the next steps and for us to be aware if there is any additional support needed from us or needed to nudge your internal staff.



Accompanying Document



Accompanying Document

- The Accompanying Document will include the following:
 - The program descriptions, how agencies define success, how someone may get involved, budget, total number of participants and number that completed, eligibility requirements, and COVID-19 related questions.
 - Additional points may be added; however, this is the priority
 - The goal is to release the Accompanying Document by the second week of January
- [FY20 Accompanying Document](#)



Additional Support



What additional support do you need from me?



Timeline



Timeline

Timeline	Task
October 13, 2020	Kick- Off Meeting with Participating Agencies
October 13, 2020- November 23, 2020	Agencies begin inputting data
October 13, 2020- November 23, 2020	WIC + Agency Data Review Process Phase 1
November 23, 2020- December 21, 2020 *December 28, 2020*	WIC+ Agency Data Review Process Phase 2 <i>Extended Deadline</i>
December 22, 2020 – January 15, 2021	First Draft of Expenditure Guide/Accompanying Document
January 11, 2021 – January 22, 2021	WIC + Agency Approval <i>Final deadline to submit additional data for the Spreadsheet</i>
January 22, 2021- January 27, 2021	Finalize Expenditure Guide/Final Follow-Ups
January 27, 2021- January 29, 2021	Final Review of Expenditure Guide
February 1, 2021	Submit Expenditure Guide to IQ Process



Next Steps



Next Steps

1. Complete Review of Accompanying Document
2. Input any outstanding data: Budget Codes, Internal Agency Reports,
Total Spent for (FY19 and FY20)



Q & A



THANK YOU!



Thank you for submitting data for the Expenditure Guide! I know that gathering data this early was quite the feat and I appreciate your support, as well as your effort. At this time, I have completed my review of the submitted data and below are the items I am hoping you can review. The goal is collect more comprehensive and conclusive data to compare the information from FY19 to FY20, and years to come. Hopefully, this document serves as a guide to address the updates we need to move forward.

Schedule Feedback Review Meeting

[Complete this form](#) to select a time to meet from Monday, December 7, 2020 – Monday, December 21, 2020.

Reviewing Notes Online

In addition to the notes below, feedback is also included in the online spreadsheet and the corresponding columns are highlighted in yellow. To review the comments in the spreadsheet, please go to your [agency's data folder](#), select *Review* in the navigation pane, and then select *show comments* (see Fig.1).

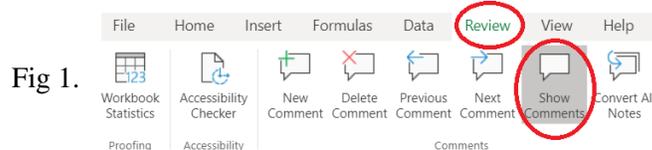


Fig 1.

Updated Requests: All COVID-19 related questions have been added to both FY20 Workforce Activities and Programs tabs in addition to the following questions:

- How might someone from the public get involved in the program (located in FY20 Programs Tab, column H)
- How many participants earned a high school diploma, if applicable (located in FY20 Workforce Activities Tab, column BT)
- How much funding was received from Pell Grants, loans, or private funding (located in FY20 Programs tab, column Z & FY19 Programs tab, column W)

For any questions that cannot be answered, please do not forget to use the following responses:

- **Data Not Available:** Data is collected by agency but it is not available to be reported at this time. For any data points not available, please indicate the specific date (Month, Year) when the data will be available.
- **Data Not Captured:** Data is collected by agency but the agency does not record this data. For example, perhaps the data is requested on a form or an application but the agency does not have a system or report that can track/ pull this data.
- **Data Not Applicable:** Data is not requested or reported by the agency.

Finally, as a reminder, if you have any questions, please do not hesitate to reach out.

Thank you so much and I look forward to chatting with you soon!

FY20 Updates/Feedback Programs

- **Agency Data Reporting Tools** (*Column D*) – Are you able to input the data tools that your agency uses to collect, store, and report data?
- **Program Description** (*Column F*) & **Program Success** (*Column G*) – The programs have the same description and the same success included, can you confirm that this is accurate. If this is an error, please update. The program description should include the goal/mission of the program, target audience, target number of participants, etc. On the other hand, the program success should include any performance metrics that are included in the grant/contract/MOU.
- **How would someone from the public access this program** (*Column H*) – How would someone from the public access this program? For example, do they need to visit a local AJC, are they able to call someone at your agency, or submit an online application? In this section you can also indicate if this program is not accessible to the general public unless participants meet specific criteria. If this is the case, then include the criteria that participants must meet. Agencies can also add links to an application or resources for the public in this section (question recently added).
- **Program Services Provided** (*Column M*) - Can you confirm whether the following services are offered: Remediation Education, Career Assessment, or Post Exit Retention Services (new options).
- **Program Total Budget** (*Column O*) - Input the program total budget for the Evidence Based Supported Employment Job Development (row 5).
- **Grant/Contract Number** (*Column U*) – Input the grant/contract numbers for each program, where applicable.
- **Source Funding** (*Columns V- Z*)- Input the exact amount of funding received from each source
 - **Does the program receive funding from Pell grants, loans, or private funding** (*Column Z*) - Does the program utilize these types of funding? If so, input which type of funding and how much. For example, if a program receives funding from all three the column should read “Pell grants – 30k, loans- 40k, private funding- 500k.”
- **Total Number of Participants in Program** (*Column AR*) – Are you able to add the exact number of participants for the Evidence Based Supported Employment Job Development (row 5) program?
- **Number of Participants that completed Program** (*Column AS*) - Please add the total number of participants that completed the program.
- **COVID Related Questions** (*Column AT- AW*) – Please provide a response to the COVID-19 related questions, if applicable (questions recently added).

Workforce Activities

- **Provider Name** (*Column C*) - Are the highlighted activities new activities? Also, should every activity on this page be included for FY20?
- **Provider Description** (*Column H*) – Are you able to add a description for the providers that are missing a description?
- **Provider Services Provided** (*Column I*) - Can you confirm whether the following services are offered: Remediation Education, Career Assessment, or Post Exit Retention Services (new options).
- **Occupational Credential Name** (*Column N*) - If there is a credential that participants can earn through this activity, please add.
- **Does activity have a published tuition** (*Column T*) & **Published Tuition Amount** (*Column U*) - Input whether the activity has a published tuition.
- **Cost Per Participant Funding Breakdown** (*Column X*) –Since there is funding per participant, are you able to provide the source of funding for each activity? Meaning, is the funding per participant from local funding, private funding, federal funding, etc.?

- **Eligibility: Driver's License (Column AB), CASAS Score (Column Z) , Drug Test (Column AC), Criminal Background Check (Column AD)** - Input a Y/N if participants need these requirements to participate in each activity. Ensure to provide a response where the column is blank or has a dash (-).
- **Total Number of Participants in Program (Columns AF- AO):** Are you able to provide an exact number where "n" is used?
- **Does your agency report WIOA measures (Columns AP)** – Input Y or N if you agency reports WIOA measures.
- **WIOA Performance Measures (Columns AQ- BR)** – For each column that has data not available, we will need to report the date (month, year) when it will be available.
- **Non- WIOA Performance Measures (Columns BR- CA)** – Please feel free to respond to any measures that are applicable to your agency's data.
- **COVID- 19 Related Questions (Columns CB- CE)** – Input any data that might be applicable for the workforce activities.

FY19 Updates/Feedback **most feedback for FY19 is identical to FY20. I would recommend completing the FY20 updates and then copying and pasting the responses in the FY19 tabs. The F19 feedback that is red is a priority.*

Programs

- **Program Description (Column E) & Program Success (Column F), Program Services Provided (Column K)** – If there are any updates made to this section for FY20 and these updates are applicable to FY19, please add it here.
- **Source Funding (Column S - W)** – Please input the exact number of funding received from each source
- **Total Number of Participants in the Program (Column AO)-** Please update the total number of participants that were in the program. Also, please report the exact number of participants.
- **Number of Participants that Completed the Program (Column AP)** - Please input the total number of participants that completed the program.

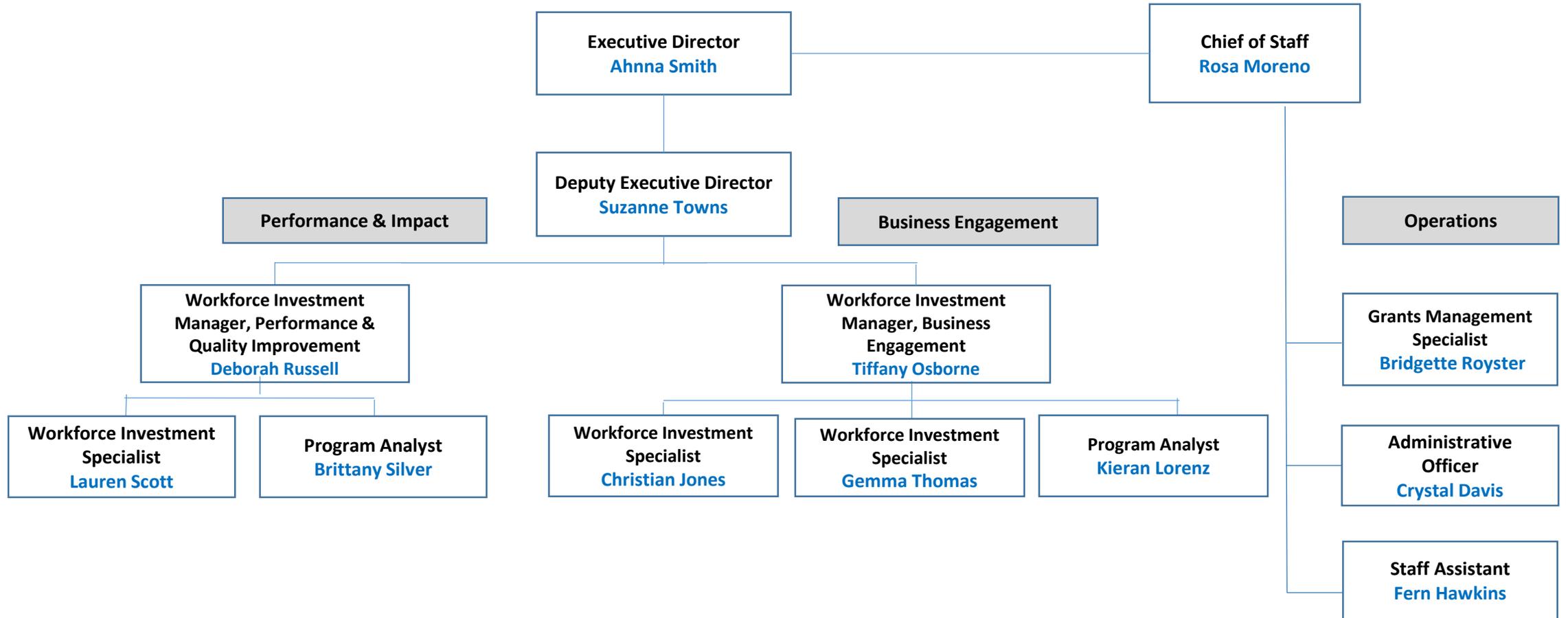
Workforce Activities

- **Provider Service (Column I)** – If there are any updates made to this section for FY20 and these updates are applicable, please add it here. Also, ensure that every activity has a service.
- **Occupational Credential Name (Column N)** – If there is an occupational credential name that corresponds to the activity, please add.
- **Does activity have a published tuition (Column T) & Published Tuition Amount (Column U)** - Input whether the activity has a published tuition.
- **Cost Per Participant Funding Breakdown (Column X)** – Since there is funding per participant, are you able to provide the source of funding for each activity? Meaning, is the funding per participant from local funding, private funding, federal funding, etc.?
- **Eligibility: Driver's License (Column AB), CASAS Score (Column Z) , Drug Test (Column AC), Criminal Background Check (Column AD)** - Input a Y/N if participants need these requirements to participate in each activity. Ensure to provide a response where the column is blank or has a dash (-).
- **WIOA Measures (Column AP- BE)**– Are there any updates to these measures? If so, could you add the exact number?

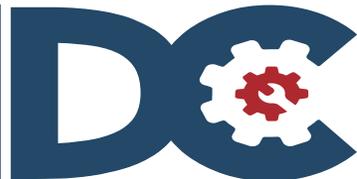
Best,

Brittany

WIC Organization Chart FY21



(as of 1/15/21)



**WORKFORCE INVESTMENT MANAGER
(PERFORMANCE AND QUALITY IMPROVEMENT)
MS-0142-14**

INTRODUCTION

This position is in the Workforce Investment Council (WIC), under the administrative oversight of the Deputy Mayor for Education (DME). The mission of WIC is to develop, implement, and continuously improve an integrated and effective workforce investment system for the District of Columbia.

The incumbent of this position is responsible for overseeing workforce programs; ensuring effective and efficient planning, implementation and evaluation of the Workforce Innovation and Opportunity Act (WIOA); and monitoring the District's workforce performance management system.

POSITION CONTROLS

The incumbent works under the administrative supervision of the Deputy Director, who gives assignments in broad general terms of work to be accomplished. The incumbent exercises considerable latitude, independent judgment, and creativity in carrying out the work of the position. The incumbent consults with the supervisor only when highly controversial issues or problems of an unprecedented nature arise. Work is evaluated by the Deputy Director for overall effectiveness and achievement of performance outcomes.

Guidelines include WIOA and accompanying regulations; federal and local legislation pertaining to workforce development services; established policies, directives, procedures for DME and WIC; Mayoral Orders; federal performance standards; etc. Incumbent uses sound judgment and discretion in determining intent, and in interpreting and revising existing policy and regulatory guides.

MAJOR DUTIES AND RESPONSIBILITIES

Oversees WIC performance management and quality improvement initiatives that are focused and aligned on improving operational and program efficiencies and effectiveness of WIC goals and strategies. Adopts performance management best practices to support a new strategic plan for all levels of WIC, driving performance accountability and engagement.

Oversees the policy, compliance and performance evaluation functions, focusing on specific analyses, research, program implementation and monitoring, and other strategies, as determined by WIC leadership, and workforce system partners.

**WORKFORCE INVESTMENT MANAGER
(PERFORMANCE AND QUALITY IMPROVEMENT)
MS-0142-14**

Provides leadership and direction for on-going management, programmatic and regulatory reforms. Oversees the development of strategic and business plans, and helps to establish the objectives.

Responsible for performance monitoring of District's American Job Centers operational plan according to state guidelines. Develops recommendations for services, programs, client narrative, and statistical reports.

Supports WIC leadership in meeting state and federal requirements related to development of the Local Workforce Development Plan, Job Center Certification, Local Workforce Development Certification and Continuous Improvement.

Develops and oversees implementation of strategies for using technology to maximize the accessibility and effectiveness of the local workforce system for employers, workers, and job seekers.

Serves as the point of contact for the One Stop Operator by ensuring the strategies and continuous improvement plans developed by WIC are understood and implemented.

Identifies regulatory requirements and government reporting, which affect workforce development functions. Monitors and directs the preparation of information requested or required for compliance from the Department of Labor (DOL) and outside government agencies.

Oversees the collection of relevant data. Determines the most efficient methods of collecting and organizing workforce data; and develops and administers procedures to backup workforce planning data and recover lost data. Provides analysis and interpretation of short- and long term workforce program needs.

Provides leadership, supervision and guidance to subordinate staff and consultants by establishing work standards, objectives and goals; and evaluates subordinates activities and work performance.

Meets with staff to discuss accomplishments and deficiencies in work performance, where needed; and to implement performance improvement plans. Interviews candidates for vacant positions, and makes recommendations for appointments, promotions or reassignments.

**WORKFORCE INVESTMENT MANAGER
(PERFORMANCE AND QUALITY IMPROVEMENT)
MS-0142-14**

Responsible for work planning and performance ratings of employees. Counseling and initiating disciplinary actions of personnel supervised; issues reprimands and recommends dismissal to higher level supervisor in cases of severe disciplinary problems; initiates and/or recommends quality performance and/or disciplinary actions; and establishes and approves leave schedules.

Participates in the formulation of grant proposals and procurement documents; reviews bids; and recommends awards. Monitors and evaluates the progress of program service providers to ensure compliance with contract and program terms.

Maintains required reports and performance data; and prepares required monthly and quarterly reports.

Maintains awareness of both federal and District workforce development activities and policies.

Performs other related duties as assigned.

OTHER SIGNIFICANT FACTS

Extensive knowledge of the Workforce Investment Opportunity Act, and other District and federal laws, rules, codes and regulations governing employment/unemployment benefits programs and services.

Extensive knowledge of the goals, methods, principles, and practices pertinent to workforce development programs, activities, and operations. Extensive knowledge of issues, concepts, and practices related to national workforce development or community economic development.

Extensive knowledge and experience with strategic planning, organizing, performance management and change management. Extensive knowledge and skill in problem-solving, negotiation strategies, and project management; and the ability to plan, organize and implement multiple projects and programs with diverse and competing deadlines.

Excellent oral and written communication skills to advise and consult with a variety of executive staff, present findings and recommendations, and secure cooperation. Excellent interpersonal skills to establish and maintain an effective working relationship with all levels of management officials.

**WORKFORCE INVESTMENT MANAGER
(PERFORMANCE AND QUALITY IMPROVEMENT)
MS-0142-14**

Demonstrated skills and experience in providing leadership in a supervisory capacity, and in providing leadership in a team-based environment.

Knowledge of and experience with the use of a range of computer-related tools, labor market information data-management software packages.

SPECIAL NOTE

The incumbent of this position will be subject to enhanced suitability screening pursuant to Chapter 4 of D.C. Personnel regulations, Suitability – Security Sensitive.

**STAFF ASSISTANT
CS-0301-11**

INTRODUCTION

This is a standardized position description that is designed for use in any District of Columbia Government department, agency or office.

This position description depicts generalized duties and responsibilities required of a position with the primary responsibility for providing the full range of substantive administrative and management support work, which contributes to the effective and efficient operation of the organization. The incumbent uses considerable discretion and independent judgment in the performance of duties.

MAJOR DUTIES

Analyzes facts and circumstances involved in making recommendations for solving administrative problems with the limits of standards or acceptable management and administrative practices. Analyzes and develops new ways to improve the accuracy, adequacy, timeliness, and validity of data for disseminating information about the program.

Conducts fact-finding investigations which involve researching into matter of general or specific concerns which fulfills the requirements of the organization. Provides research references and advisory services for the supervisor in successfully fulfilling the requirements of the organization.

Reviews documents prepared for the supervisor's signature to ensure that the materials are grammatically accurate and that all supporting documents are provided. Maintains and controls incoming correspondence, forms and assignments. Ensures that all documents requiring the supervisor's signature are recorded.

Develops guidelines and procedures related to correspondence, and maintains various types of logs, records, and filing systems. Recommends procedural changes to improve, expedite and eliminate office management problems. Develops and maintains office systems and procedures, ensuring that the accuracy, timeliness and feasibility of a variety of administrative support functions are carried out appropriately.

Obtains, complies and maintains personnel data, organizational information, reports, communication and administration references, inventory of supplies and equipment, document control, time and attendance reports, central office files and the confidentiality of information.

Recommends procedural changes to improve, expedite and eliminate office management problems. Provides administrative support to office members participating in short- and long-term task forces and committees. Generates internal correspondence and procedures from the Executive Offices, and external documents that assists staff in the workflow and operation of the organization.

Serves as contact for service delivery appeals from constituents to whom no reply or service has been provided. Ensures that contacts are provided with accurate information or referred to the appropriate staff member when information is not readily accessible.

**STAFF ASSISTANT
CS-0301-11**

Develops and maintains a comprehensive annual calendar of activities, programs and requirements. Ensures timeliness of programs and activities and attainment of identified objectives; identifies and prepares required issuances for presentation to the supervisor. Makes extensive travel arrangements, making complete arrangements for large conferences, preparing documents for training and seminars.

Keep abreast of pertinent administrative rules, regulations and procedures. Disseminates information on new or revised administrative policies and procedures. Assures that actions of an administrative nature, originating within the agency, comply with established guidelines and requirements.

Assists the supervisor in coordinating and monitoring practices and procedures utilized by the support staff to ensure compliance with all applicable regulations and procedures. Responds to written inquiries and administrative problems brought to supervisor by members of the immediate staff. Notifies the appropriate staff members of the need for information.

Performs other related duties as assigned.

KNOWLEDGE REQUIRED BY THE POSITION

Thorough knowledge of mission, functions and operating policies and procedures of the organization to effectively, accurately and expeditiously meet its goals and objectives.

Thorough knowledge of, and skill in applying analytical, investigative and evaluative methods and techniques to conduct research, resolve problems, gather information, analyze and evaluate information/data.

Thorough knowledge of principles, concepts, and techniques related to the planning, organization and implementation of office management systems to maintain the orderly flow of work in the office.

Ability to communicate effectively, in writing, orally and through automated tools to obtain information; to convey messages and information; to compose reports; and to make recommendation. Ability to exercise tact and discretion, and skill in human relations in dealing with people from diverse backgrounds.

Knowledge of, and proficient in the use of operating a personal computer (PC), utilizing Microsoft Word, Excel, Access, PowerPoint, etc., and a willingness to learn new technology associated with assigned work tasks.

SUPERVISORY CONTROLS

The supervisor establishes overall objectives of work assignments based upon the priorities and needs of the office. Incumbent works independently, exercising initiative and sound judgment in carrying out the day-to-day tasks. Incumbent handles problems in accordance with instructions, policies and procedures. Work is usually evaluated for adherence to policies, procedures, goals and objectives of the program, in addition to sound judgment in decision-making.

**STAFF ASSISTANT
CS-0301-11**

GUIDELINES

Guidelines include District laws and regulations, correspondence manuals, organizational procedures and practices. Guidelines are substantially applicable to administrative tasks; however, considerable judgment and initiative is used in carrying out assignments, as well as interpreting and adapting guidelines to specific situations.

COMPLEXITY

The work involves a wide variety of different and unrelated processes and methods. Decision regarding what needs to be done depends on the analysis of the subject, phase, or issues involved in each assignment; assessment of unusual circumstances; and incomplete or conflicting data. The work requires consideration of various factors such as program objectives; judgment; and the ability to meet those objectives and requirements. The incumbent must use ingenuity and initiative in determining all possible strategies for the effective control of administrative functions; and uses initiative and resourcefulness on deviating from traditional methods and patterns to develop new methods.

SCOPE AND EFFECT

Assignments are primarily administrative in nature and focus on the completion of tasks that will facilitate the accomplishment of office objectives. Successful completion of assignments contributes to a more effective and efficient operation of the office and its programs.

PERSONAL CONTACTS

Personal contacts are with the immediate organizational staff, Executive Office of the Mayor's staff, representatives from various other District government organizations, customers, and/or employees.

PURPOSE OF CONTACTS

Contacts are to obtain, exchange, and clarify information; to provide advice and recommendations; to answer inquiries; to coordinate activities; to discuss and resolve problems or issues; to motivate individuals or groups; and to explain established policies, procedures, and regulations. The incumbent also uses contacts to maintain effective working relationship with management, employees, and citizens.

PHYSICAL DEMANDS

The work is primarily sedentary in nature.

WORK ENVIRONMENT

The work is performed in an adequately heated, lighted and ventilated non-smoking environment.

**WORKFORCE INVESTMENT SPECIALIST
CS-0142-13**

INTRODUCTION

This position is located in the Workforce Investment Council (WIC), under the administrative oversight of the Deputy Mayor for Education. The mission of the Office of Workforce Investment Council is to oversee, plan, develop and administer programs of comprehensive employment, employment related and unemployment compensation services and directly deliver the full array of services to the public.

This position serves as an expert Workforce Investment Specialist, responsible for evaluating the effectiveness of District workforce development policies and programs; identifying existing programs and strategies that can be expanded, reduced, or adjusted in ways that will allow the District to deliver a coherent workforce development system that connects District residents to career jobs; provide quantitative and qualitative data collection and analysis related to current workforce development trends; and propose new policies or programs for efficiently targeting resources toward hiring and training services that provide the greatest benefits to local residents.

MAJOR DUTIES

Reviews current labor market trends and relevant community employment needs. Uses workforce development program data to evaluate the performance of services and providers.

Develops and implements strategies and initiatives using new and evolving technologies, including but not limited to data management systems, tracking tools and reporting applications.

Evaluates relevant legislation and project the impact on workforce development strategies and initiatives. Defines problems, identifies and evaluates alternatives, and assesses impacts when participating in planning activities that involve long-range, complex and potentially politically sensitive issues.

Conducts extensive best practice research designed to inform the development of applicable benchmarks, new programming, and funding opportunities. Conducts a variety of complex studies and analysis with regard to assigned research assignments.

Makes recommendations regarding adjustments to current, and the development of new, programming needed to better prepare District residents for the jobs available in the regional economy.

Conducts special studies or projects primarily for the purpose of improving program operations, services, reporting procedures and systems, etc. Participates in long-range planning for proposed changes in assigned functions and programming areas.

**WORKFORCE INVESTMENT SPECIALIST
CS-0142-13**

Formulates short and long term plans that reflect an integrated workforce development system with operations focused on the assessed workforce and economic development needs of the District of Columbia, utilizing knowledge of best practices in recommending system enhancements.

Contributes to the development of a District-wide strategy for workforce development. Develops and evaluates long and short-range strategies in relationship to the overall goals and objectives of the strategy.

Serves as a source of expertise, giving advice and feedback to agency staff on various projects. Works with other D.C. Government entities to develop and implement coordinated workforce and adult education policies, programming, and performance monitoring.

Monitors and coordinates projects that receive funding through the WIC or funding requiring WIC oversight. Provides technical assistance to workforce development service providers.

Develops tools to assist key partners and stakeholders in becoming more data and outcomes-driven. Exercises substantial judgment in choosing precisely how to create these products.

Prepares recommendations, plans, and reports on specific topics as requested by the WIC Executive Director and Board. Exercises substantial judgment in choosing precisely how to create these products.

Participates in meetings with public stakeholders, interagency working groups, and community organizations.

Maintains awareness of both federal and District workforce development activities and policies.

Performs other related duties as assigned.

KNOWLEDGE REQUIRED BY THE POSITION

Expert knowledge of the Workforce Investment Act, and other District and federal laws, rules, codes and regulations governing employment/unemployment benefits programs and services. Expert knowledge of the goals, methods, principles, and practices pertinent to workforce development programs, activities, and operations. Expert knowledge of issues, concepts, and practices related to domestic workforce development or community economic development.

**WORKFORCE INVESTMENT SPECIALIST
CS-0142-13**

Expert knowledge of a wide range of qualitative and/or quantitative analysis and methods for gathering, evaluating, interpreting information and data for the assessment and improvement of WIC effectiveness or the improvement of complex management processes and systems. Expert knowledge of and skill in, problem-solving, negotiation strategies, and project management.

Excellent oral and written communication skills sufficient to advise and consult with a variety of executives and managers, present findings and recommendations, negotiate agreements, and secure cooperation; and to speak and write convincingly to audiences including outside agencies and local representatives and groups. Excellent interpersonal skills to establish and maintain an effective working relationship with all levels of management officials.

Ability to work with a range of audiences and stakeholders from diverse backgrounds. Demonstrated ability to exercise tact and discretion in dealing with persons at various levels and in various job categories.

Knowledge of and experience with the use of a range of computer-related tools, including Excel (pivot tables and macros), data-management software packages, and online survey instruments.

SUPERVISORY CONTROLS

The incumbent works under the direction and supervision of the Deputy Director of the Workforce Investment Council, who sets the overall objectives and specifies the resources available. The incumbent having developed expertise in workforce development policies and programming, is responsible for planning and carrying out the assignment, resolving most of the conflicts that arise, coordinating the work with others as necessary, and interpreting policy on his/her own initiative in light of the established objectives. The incumbent informs the supervisor of potentially controversial findings, issues, or problems that have the potential for widespread impact. Completed projects, evaluations, reports, or recommendations are reviewed by the supervisor for compatibility with organizational goals, guidelines, and effectiveness in achieving intended objectives.

GUIDELINES

Guidelines include DME and WIC directives, program policies and regulations, priorities and long-term program goals, and verbal instructions are used as guidelines when directing and monitoring special projects and assignments. The incumbent exercises judgment and creativity in deviating from traditional methods and adapts and/or

**WORKFORCE INVESTMENT SPECIALIST
CS-0142-13**

develops new methods as required. The incumbent uses exceptional technical judgment in identifying and isolating essential and pertinent issues and facts; adapting or extending guides or precedents; and developing new techniques for performing work assignments.

COMPLEXITY

There are complex situations requiring application of extensive analysis, and seasoned judgment. The work requires creativity in developing new techniques, establishing new criteria and developing new programs to resolve problems. Adaptability and flexibility are essential and incumbent must exercise discretion and sound judgment in determining proper course of action. The incumbent is confronted with novel and obscure problems that require the extension of existing methodologies and the development of new approaches. Decisions concerning how to proceed are complicated by conflicting program goals and objectives, which may be influenced by legislative or regulatory guidelines, court decisions and orders, and variations in program services required.

SCOPE AND EFFECT

The purpose of the work is to provide sound advice and recommendations to the Workforce Investment Manager, WIC Executive Director and Board; and to assist in the achievement and fulfillment of DME's responsibility to advise the Mayor, Council, and District government on the development, implementation, and continuous improvement of an integrated and effective workforce investment system. The work product affects the work of other WIC personnel, the development of major aspects of development planning missions and long-range plans of the District of Columbia.

PERSONAL CONTACTS

Contacts are with all levels within DME, and with other agencies and organizations within the District of Columbia government such as the Department of Employment Services, Department of Human Services, and Office of the State Superintendent for Education, as well as external stakeholders including education and workforce training providers.

PURPOSE OF CONTACTS

Contacts are for the purpose of defining and developing solutions to complex research problems; developing new and applicable procedures; conducting and monitoring special projects and assignments; and representing the organization at meetings.

**WORKFORCE INVESTMENT SPECIALIST
CS-0142-13**

PHYSICAL DEMANDS

The work is sedentary in nature but requires some walking, standing, bending and carrying light items such as books and papers.

WORK ENVIROMENT

Work is performed in an office setting.

**PROGRAM ANALYST
CS-0343-12**

INTRODUCTION

This is a standard position description designed for use in any District of Columbia Government departments, agencies, and offices. This position description depicts generalized duties and responsibilities required of a position with primary responsibility for analyzing current and proposed operating program(s) to evaluate their actual or potential effectiveness in achieving objectives, and monitoring projects and special assignments.

MAJOR DUTIES

Plans, develops, and conducts program analyzes of substantial scale and impact concerning all aspects of current or projected operating programs for actual or potential effectiveness in achieving planned goals and objectives.

Develops, maintains, and monitors projects, and integrated reporting system(s) affecting program(s) throughout the activity. Communicates information to supervisor for effective evaluation of program operations and milestones.

Analyzes, extracts, summarizes, and identifies significant trends and issues. Forecasts and estimates program requirements and prepares programmatic reports, justifications, charts, graphs, statistical and narrative data, etc, for presentations and briefings.

Conducts management surveys, audits, projects, etc., and provides advisory services to operating or management officials. Program study assignments involve organizations, operations, and functions of significant complexity with extensively interrelated program(s) throughout an extremely complex activity.

Oversees execution of programs of broad scope and mission impact. Reviews and interprets new and established directives, instructions, regulations, and delegations of authority for potential impact on major program objectives, operating policies, work operations, and progress. Assures program goals, objectives, and operations.

Prepares internal instructions, operating policies, procedures, and guidelines concerning assigned program(s) and recommends required changes and adjustments to assure proper and adequate accomplishment of program goals and objectives.

Performs other related duties as assigned.

KNOWLEDGE REQUIRED BY THE POSITION

Thorough knowledge of a wide range of program management policies, concepts, practices, and principles in order to analyze and develop recommendations for improvement in program operations and objectives.

Knowledge of extensive operating programs and the interrelationships among such programs to perform program analysis by developing and evaluating the effectiveness of new or modified program objectives and operations.

**PROGRAM ANALYST
CS-0343-12**

Knowledge of complex, interrelated activity missions, organization, functions, and operations. Knowledge of, and skill in using management information system(s) principles, and techniques. Ability to develop and implement systems for support of interrelated program operations.

Knowledge of basic statistical, accounting, budget and economic principles and techniques. Skill in applying complex fact-finding, analytical and problem solving methods and techniques to identify interrelated program problems, draw conclusions and recommend appropriate action or solutions to improve program efficiency and effectiveness.

Skill in oral and written communication to prepare and present recommendations and solutions regarding complex issues based on analysis and evaluation, including the preparation and presentation of reports, proposals, charts, and graphs.

SUPERVISORY CONTROL

Works under the supervision of the supervisor, who make assignments by setting overall objectives and resources. Incumbent independently plans assigned work and develops analytical methods and detailed procedures, deviating from accepted practices to the extent required to meet the objectives. Supervisor is kept informed of unexpected issues or controversies that arise, and presents recommendations and/or solutions, which are normally accepted. Completed work is reviewed for soundness of overall approach and conformance with controlling policies.

GUIDELINES

Guidelines consist of established analytical procedures and techniques that are not always directly applicable to specific assignments. The employee uses initiative and resourcefulness in deviating from traditional methods. Initiates new or substantially modified methods and procedures, which may result in significant program changes.

COMPLEXITY

The work involves the application of the full range of analytical methods and techniques to identify and analyze issues and resolve complex problems. Studies and projects typically consist of fact finding, problem identification and definition, determination of cause and effect relationships, conclusions, and recommendations for decision and action. The work often requires the employee to make decisions based on incomplete or conflicting information, to assess unusual circumstances, and to adapt and modify analytical methods and techniques to meet the requirements of individual assignments.

SCOPE AND EFFECT

Assignments or objectives involve special studies, analyzes and investigations to promptly detect problem conditions in connection with program objectives and operations, organizations and other management matters throughout an extremely complex activity. Investigations and analyses of numerous projected, proposed and/or existing programs and the resulting advice and recommendations may immediately impact several interrelated programs and have strong impact

**PROGRAM ANALYST
CS-0343-12**

on the efficiency and effectiveness of future activity program operations.

PERSONAL CONTACTS

Contacts are made with co-workers, supervisors, program managers and technical, personnel, and other representatives of the activities studied. Outside contacts are with management officials of the organizations studied, representatives of other agency activities, private industry and vendors of related program services.

PURPOSE OF CONTACTS

The purpose of the contacts is to exchange information concerning analytical study assignments and to justify, negotiate or settle matters involving significant issues.

PHYSICAL DEMANDS

The work is primarily sedentary, although some slight physical effort may be required. The work may involve visits to work sites, and requires periods of standing, bending, stooping and carrying of light items.

WORK ENVIRONMENT

Work is performed in an office setting which is adequately heated, lighted, and ventilated.

**WORKFORCE INVESTMENT MANAGER
(BUSINESS ENGAGEMENT)
MS-0142-14**

INTRODUCTION

This position is in the Workforce Investment Council (WIC) under the administrative oversight of the Deputy Mayor for Education (DME). The mission of WIC is the development, implementation, and continuous improvement of an integrated and effective workforce investment system for the District of Columbia.

The incumbent of this position is responsible for building core strategic function within the District's workforce system. The incumbent focuses on supporting inclusive and equitable economic growth; coordinating the needs of industry and talent development; creating a space for businesses to address current and future occupational opportunities and trends; and co-developing and advancing innovation and equity data and informed solutions to talent pipeline needs and challenges.

POSITION CONTROLS

The incumbent works under the administrative supervision of the Deputy Director, who gives assignments in broad general terms of work to be accomplished. The incumbent exercises considerable latitude, independent judgment and creativity in carrying out the work of the position. The incumbent consults with the supervisor only when highly controversial issues or problems of an unprecedented nature arise. Work is evaluated by the Deputy Director for overall effectiveness and achievement of performance outcomes.

Guidelines include Workforce Innovation and Opportunity Act (WIOA) and accompanying regulations; federal and local legislation pertaining to workforce development services; established policies, directives, procedures for DME and WIC; Mayoral Orders; federal performance standards; etc. The incumbent uses sound judgment and discretion in determining intent, and in interpreting and revising existing policy and regulatory guides used by others within the organization.

MAJOR DUTIES AND RESPONSIBILITIES

Builds effective relationships with external and internal workforce system partners, including industry partners, business leaders, workforce and educational agencies and institutions, economic development organizations, Chambers of Commerce, philanthropy, organized labor, and elected officials.

**WORKFORCE INVESTMENT MANAGER
(BUSINESS ENGAGEMENT)
MS-0142-14**

Develops standards, practices and processes for improving coordinated business engagement; and establishing industry partnerships within the workforce system.

Convenes a group of high-level stakeholders responsible for launching sector specific program and initiatives. Cultivates a team that is strategic, results-oriented with a strong sense of camaraderie that effectively convenes industry and workforce partners, and translates input into workforce development strategy.

Supports and cultivates learning and continuous improvement among a team of workforce system business engagement partners so that opportunities, outcomes and needs of the District's industry-focused programs and services are consistently supported and addressed.

Establishes, monitors and learns from performance measures to increase positive impact for both industry and the District's workforce.

Evaluate the industry-driven strategies to ensure they achieve equitable outcomes across the District's diverse communities.

Actively, identifies proven and promising practices carried out in other areas; and recommends projects based on feasibility of replication.

Participates in the establishment of workforce system policies and procedures, and the coordination of services.

Provides leadership and direction for on-going management, programmatic and regulatory reforms, which includes overseeing development of strategic and business engagement strategies; and helping to establish WIC objectives.

Provides leadership, supervision and guidance to subordinate staff and consultants by establishing work standards, objectives and goals; and evaluates subordinates activities and work performance.

Meets with employees to discuss accomplishments and deficiencies in work performance, where needed; and to implement performance improvement plans. Interviews candidates for vacant positions, and make recommendations for appointments, promotions or reassignments.

**WORKFORCE INVESTMENT MANAGER
(BUSINESS ENGAGEMENT)
MS-0142-14**

Responsible for work planning and performance ratings of employees. Counsels and initiates disciplinary actions of staff supervised. Issues reprimands and recommends dismissal to higher level supervisor in cases of severe disciplinary problems. Initiates and/or recommends quality performance and/or disciplinary actions; and establishes and approves leave schedules.

Participates in the formulation of grant proposals and procurement document and reviews bids and recommends awards. Monitors and evaluates the progress of program service providers to ensure compliance with contract and program terms.

Prepares recommendations, plans, contractual provisions, and reports on specific topics based on strategy discussion, as requested by the WIC leadership and board and organizational needs and expectations.

Maintains required reports and performance data. Prepares required monthly and quarterly reports. Maintains awareness of both federal and District workforce development activities and policies.

Performs other related duties as assigned.

OTHER SIGNIFICANT FACTS

Extensive knowledge of the Workforce Investment Opportunity Act, and other District, federal and national labor market, laws, rules, codes and regulations governing employment/unemployment benefits programs and services.

Extensive knowledge of the goals, methods, principles, and practices pertinent to workforce development programs, activities and operations. Extensive knowledge of issues, concepts, and practices related to national workforce development or community economic development.

Extensive knowledge and skill in problem-solving, negotiation strategies, and project management. Demonstrated ability to manage multiple projects and the ability to work well with internal and external teams, collaborate and work well in both unstructured and structured environment. Demonstrated ability to facilitate the development and implementation of business initiatives and projects.

**WORKFORCE INVESTMENT MANAGER
(BUSINESS ENGAGEMENT)
MS-0142-14**

Extensive knowledge of industry engagement strategies, and willingness to embrace and support sector partnerships. Demonstrated ability to work with businesses across sectors, identify both short- and long-term talent needs and successfully execute identified solutions.

Demonstrated skills and experience in providing leadership in a supervisory capacity, and in providing leadership in a team-based environment.

Excellent oral and written communication skills sufficient to advise and consult with a variety of executive staff, present findings and recommendations, and secure cooperation. Excellent interpersonal skills to establish and maintain an effective working relationship with all levels of management officials.

SPECIAL NOTE

The incumbent of this position will be subject to enhanced suitability screening pursuant to Chapter 4 of D.C. Personnel regulations, Suitability – Security Sensitive.

CHART OF WIC AGENCY PERSONNEL (SCHEDULE A), as of Jan. 15, 2021 (Q60)

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,Ahna K	10	0	171,628.84	739/100	XAA	Continuing	Full Time	10/24/2016	10/1/2019	N/A	Yes
11413	A	F	Deputy Director	Towns,Suzanne	15	0	165,000.00	739/100	MSS	Continuing	Full Time	11/25/2019	10/1/2019	N/A	Yes
44775	A	F	Workforce Investment Specialis	Scott,Lauren	14	4	113,617.00	739	XAA	Continuing	Full Time	2/8/2016	10/25/2020	N/A	Yes
77085	A	F	Administrative Officer	Davis,Crystal L.	12	3	80,848.00	100	XAA	Continuing	Full Time	12/16/2013	10/25/2020	N/A	No
88711	A	F	Chief of Staff	Moreno,Rosa C.	14	0	138,000.00	739/100	XAA	Continuing	Full Time	8/24/2020	10/1/2019	N/A	Yes
94540	A	F	Workforce Investment Special.	Jones,Christian	13	3	93,325.00	739/100	XAA	Continuing	Full Time	2/21/2017	6/1/2020	N/A	Yes
95309	A	F	Grants Management Specialist	Royster,Bridgette D	13	6	101,758.00	100	XAA	Continuing	Full Time	1/28/2002	10/25/2020	N/A	No
95335	V	V	Program Analyst		12	0	76,126.00	739	XAA	Continuing	Full Time		10/1/2019	N/A	
98277	A	F	Program Analyst	Silver,Brittany T	12	5	85,570.00	100	XAA	Continuing	Full Time	9/30/2019	10/25/2020	N/A	Yes
102513	A	F	Program Analyst	Lorenz,Kieran	12	2	78,487.00	100	XAA	Temporary	Full Time	11/9/2020	9/29/2020	12/9/2021	Yes
102514	A	F	Staff Assistant	Hawkins,Fern	11	7	73,383.00	100	XAA	Continuing	Full Time	11/23/2020	9/29/2020	N/A	No
102515	A	F	Workforce Investment Special.	Thomas,Gemma	13	6	101,758.00	100	XAA	Continuing	Full Time	12/7/2020	10/25/2020	N/A	Yes
102544	A	F	Workforce Investment Manager (Osborne,Tiffany	14	0	122,000.00	100	MSS	Continuing	Full Time	1/4/2021	10/5/2020	N/A	No
102545	A	F	Workforce Investment Manager (Russell,Deborah	14	0	116,000.00	100	MSS	Continuing	Full Time	11/23/2020	10/5/2020	N/A	Yes

Q. 65 Board Members

Member's name	Confirmation date	Organization and job titles	Term expiration date	District resident? (y/n)	Committees on which the member sits
Sonya Anderson	11/18/2019	AmeriHealth, Sr. Human Resources Business Partner	6/23/2022	N	Pending Committee Assignment
Joseph L. Andronaco	11/29/2016	Access Green, CEO	6/23/2021	Y	Implementation
Kunta Bedney	11/29/2016	Community Services Agency, Metropolitan Washington Council, AFL-CIO, Executive Director, Retired	6/3/2022	Y	Economic and Workforce Alignment
Erin Bibo		DC Public Schools, Deputy Chief, College and Career Education at District of Columbia Public Schools		Y	Pending Committee Assignment
Steven Boney	11/29/2016	WMATA, Senior Manager, Talent Acquisition	6/23/2022	N	Executive
Larry A. Callahan	11/18/2019	Howard University, Associate Vice President & Chief Human Resources Officer	6/23/2022	N	Pending Committee Assignment
Anthony J. Cancelosi	11/29/2016	Columbia Lighthouse for the Blind, CEO	6/23/2021	N	Economic and Workforce Alignment; Vision
Sybongile Cook		Office of the Deputy Mayor for Planning & Economic Development (DMPED), Director of Business Development		Y	Pending Committee Assignment
Elizabeth DeBarros	5/25/2017	District of Columbia Building Industry Association, Senior Advisor	6/23/2023	Y	Employment Services
Darryl Evans		Department of Disability Services (DDS), Deputy Director for RSA		Y	Employment Services; State Plan
Antwanye Ford	6/23/2019	Enlightened, Inc., President & CEO	6/23/2022		Executive; State Plan
Angela Franco	11/29/2016	DC Health Benefit Exchange Authority (HBX), Senior Advisor	6/23/2022	N	Executive; Youth
Korey Gray	5/25/2017	DC Water and Sewer Authority, Director of Enterprise Programs	6/23/2023	Y	Employment Services

Q. 65 Board Members

Member's name	Confirmation date	Organization and job titles	Term expiration date	District resident? (y/n)	Committees on which the member sits
Nicole Hanrahan	8/17/2020	LAYC Career Academy, Executive Director	6/23/2023		Pending Committee Assignment
LaTara Harris	11/29/2016	AT&T, Regional Director	6/23/2022	N	Economic and Workforce Alignment
Bernadette Harvey	12/16/2017	Bonstrux, President	6/23/2023	Y	Pending Committee Assignment
Thomas P. Horejes	11/18/2019	Gallaudet University, Associate Provost, Student Success & Academic Quality	6/23/2022	Y	Pending Committee Assignment
Solomon Keene	9/1/2018	Hotel Association of Washington, DC, President	6/23/2021	Y	Employment Services
Paul Kihn - Permanent Designee for the Honorable Mayor Muriel Bowser		Office of the Deputy Mayor for Education (DME), Deputy Mayor		Y	State Plan
Kenyan R. McDuffie		Councilmember of the District of Columbia, Ward 5		Y	Pending Committee Assignment
Antoinette Mitchell		Office of the State Superintendent of Education (OSSE), Assistant Superintendent		Y	Economic and Workforce Alignment; State Plan
Unique Morris-Hughes		Department of Employment Services (DOES), Director		Y	Employment Services; Vision; State Plan
John O'Brien	11/18/2019	WGL Holdings, Inc. and Washington Gas, Executive Vice President - Strategy & Public Affairs	6/23/2022	Y	Pending Committee Assignment
Thomas Penny	11/29/2016	Donohoe Hospitality Services, President	6/23/2021	N	Executive; Vision
Lawrence Potter		University of the District of Columbia Community College (UDC-CC), Chief Academic Officer/Provost & Professor of English		Y	Employment Services

Q. 65 Board Members

Member's name	Confirmation date	Organization and job titles	Term expiration date	District resident? (y/n)	Committees on which the member sits
Elissa Silverman		Councilmember of the District of Columbia, At Large		Y	Pending Committee Assignment
Ahnna Smith		Workforce Investment Council designee, Executive Director		Y	Pending Committee Assignment
Nathan Smith	7/12/2016	Allied Universal, National Portfolio Manager	6/23/2021	N	Economic and Workforce Alignment; Vision
Stacy Smith	6/23/2017	Hyatt Place, General Manager	6/23/2023	N	Executive; Youth
Darryl Wiggins	6/23/2019	DigiDoc, Inc., CEO/Owner	6/23/2022	Y	Employment Services
Laura Zeilinger		Department of Human Services (DHS), Director		Y	Employment Services; Vision; State Plan
Vacant		Owners of Business, Chief Executives, or Operating Officers of Businesses, or other executives or employers with optimum policy-making or hiring authority Representative/Executive Committee			
Vacant		Labor Organization Member			
Vacant		Healthcare Sector Member			



**Education and Workforce Alignment Committee
August 11, 2020**

Agenda

Meeting objectives:

- Provide EWA committee a program update
 - Discuss and receive feedback on proposed ETPL policy updates
 - Plan for focus group conversations with current, former providers
-
- I. Status of ETPL Solicitation
 - a. DOES reviewing applicants
 - b. 4 approvals by WIC: Flatiron, CSW, Toni Thomas (renewal), ADV
 - II. Review and Discuss Internal ETPL Data
 - a. Current status of ETPL program
 - III. Status of Program Improvements
 - a. Weekly meetings with DOES and HELC (and OCP)
 - b. Bi-weekly Training and Skills Development working group meetings
 - c. Draft ETPL policy updates
 - i. Streamline process
 - ii. Clarify and amend performance requirements
 - iii. Enable reciprocity with other ETPL providers
 - IV. Focus Group Planning
 - a. Objectives (to discuss and confirm)
 - i. Meet with current and former ETPL providers to identify what's working and areas for improvement for the program
 - ii. Solicit input and recommendations from providers on system and process improvements
 - b. Project planning
 - i. Timeline (when do we want to have the meeting)
 - ii. Roles for EWA committee and WIC staff in organizing
 - V. Closing and Next Steps





EWA Committee
8/11/20

Meeting Summary and Minutes

Meeting Objectives

- Provide EWA committee a program update
- Discuss and receive feedback on proposed ETPL policy updates
- Plan for focus group conversations with current, former providers

Summary

- ETPL Current Status
 - DOES reviewing 3 applications: CSW, ADV, Toni Thomas (renewal)
 - Providers must apply and be approved by HELC to offer online training.
 - Amala Lives, OIC, and Urban Ed have been approved
 - The WIC does not have data on all providers that have applied, been approved, or resumed training.
- Policy Updates
 - *Streamlining the Process*: WIC has proposed for ETPL applicants to submit documents to one agency instead of multiple (WIC, HELC, DOES, OCP).
 - *Solicitation Calendar*: Currently, applicants can apply quarterly and there is a two week turn around time. The WIC has recommended to extend the 2 week turn around period because it is too short. The OCP will not allow a rolling deadline.
 - *Handbook*: The WIC intends to develop a handbook for providers
 - *Business Relationships*: Include that providers must have relationships with businesses to ensure that participants can obtain employment following completing training.
 - *Credential Attainment*: Include credential attainment requirements
 - *Interview Process*: Explore including an interview process with EWA/Board for ETPL applicants.
- Referrals
 - DOES is currently not sending any referrals
 - **Since the committee meeting, WIC has confirmed with DOES that they are working with the Administration to determine when and how to resume in-person or virtual training across their programs. Only 2 ETPL providers have active work orders.
- Focus Group
 - Explore current barriers for participants (e.g., availability of flexible hours in childcare centers; where are the marketing campaigns; etc.).
 - Focus on participants who did not complete the training (is the challenge with the individual or the system).
- Security Industry/SPO License
 - Current law requires participants to be sponsored by employer in order to obtain license



- AS has raised this with Deputy Mayor for Public Safety and Justice but has yet to receive traction
- AF will follow up with Deputy Mayor in upcoming call
- Clean Hands has updated Guidelines
- Longitudinal Study
 - How to address the life cycle of each employment opportunity for customers
 - Currently, there are not any data systems in place to track employment life cycle.
 - AF: Goal is to secure employment in jobs and not just careers

Next Steps

- WIC will develop project plan
- WIC will begin to execute project plan
- Focus Group Meeting Date (Proposed day Tuesday, September 1)
- EWA Committee will develop questions for the focus group

Additional Note:

- Tony shared and recognized partnership with DDS; Director Reese helped to secure the employment of 6-8 participants with his organization.

Meeting Minutes

I. Status of ETPL Solicitation: DOES reviewing 3 applicants (solicitation is currently closed)

- CSW, ADV, and Toni Thomas (renewal).
- In total the WIC approved 4: Flatiron, CSW, Toni Thomas (renewal), ADV
 - Flatiron has not returned the letter to confirm that the WIC or participants will not take on any additional costs.

II. Review and Discuss Internal ETPL Data

- The data that is reported to DOL is reported after participants have WIOA exited the program. For all participants who exited in PY19, their data can still be reported for another 1.5 years (2+ 4 quarters after exit) .
 - Flag: **The data does not capture** when participants successfully completed training, the training completion date, or the date of credential attainment.
- How to interpret the Data
 - We can evaluate the performance of providers annually. Providers and DOES submit performance data on those who receive 5+ ITAs and non ITAs.
 - Need to confirm with DOES whether the shared data is: (a) interim OR (b) final data but not finally approved
- Examples
 - Intellectual Point: A lot of competitors but many did not obtain the credential



- Some programs, such as Intellectual Point that offer specific services (e.g., case management) may not have the same program orientation to meet our ETPL standards. ETPL might not be the right program and funding source for providers.
- How does reported data impact renewal
 - When the data is reported, it is used to determine whether providers can renew their contracts. If performance is low, then providers can be placed on corrective action with DOES.
 - 1 provider's ETPL license was revoked when AS began. This same provider was already noncompliant to their DOES HCA.

III. Current status of ETPL program

- The Impact of COVID
 - At the beginning of COVID, OCP instructed providers to stop offering in-person training. Providers later received guidance explaining how to obtain approval from HELC to continue their training through modifying their services. If approved, providers will receive approvals (a work order) from HELC to start training and then DOES lifts the stop training order.
 - There are two steps that providers must undergo to offer online training: Apply to HELC and be approved. *This also creates an added barrier for providers.*
 - **Applied and Approved Providers:** Urban Ed, OIC, Amala Lives, etc. The WIC does not have complete data of who has applied and been approved, but the WIC meets with HELC weekly to discuss.
 - Additionally, online training is challenging for providers who cannot offer full services online (e.g., CDL license providers, etc.).
 - What is next?
 - We still need clarity on: (a) whether providers reinstated their training after receiving approval; (b) have participants resumed their training; (c) whether participants have completed training; (d) what the next steps are for those who were referred; and (e) those that began one program but switched to another due to COVID. DOES has been working with participants who switched trainings due to COVID with the intention of helping them secure another credential. Due to their contracts, DOES has been able to connect some people with ITAs to other online service providers.
 - *What do we need to know:* The operational steps for DOES to execute CASAS tests to WIOA enrolled individuals; and whether/when approved providers will receive referrals; and where they are with new enrollments with ITAs.
 - OSSE has experience administering CASAS tests virtually (two options: 1 proctor: 1 student; 1 proctor: 5 students).
 - DOES has begun administering CASAS scores, but we do not know how.
- *Questions to consider?*



- How do we balance individuals seeking advancement in their career, higher credential attainment, and a program's ability to support credential attainment?
- How often can we evaluate provider performance/can we evaluate more comprehensively?
- How to incentivize providers and participants- what is the role of a marketing campaign ?
- *Referrals*
 - Catholic University did not receive any referrals in their first year and has not applied to be an ETPL since.
 - New Contract with OSO will give the opportunity to share our expectations
- *Location:* Several providers are located outside of the city due to lack of affordability
 - *Recommendations:* (A) Explore whether there are buildings in the city that can be donated/rented for providers to offer trainings. (B) A similar program is used in the K12 space. (C) OSSE has identified space through solicitation for free (consider this with DMPED). (D) How to use tax credits/taxes to make use of underutilized spaces.

IV. Status of Program Improvements

- Weekly meetings (every Wednesday) with DOES and HELC (and OCP)
 - Suzanne Towns has been supporting this effort and they are hoping to loop in OCP
 - Updates: No new ITAs are being established, what are the steps in the process to add more ITAs to gather more referrals, the WIC will work with DOES and HELC to gather data to share with EWA
- Bi-weekly Training and Skills Development working group meetings
 - OSSE has provided guidance about delivering services online across the city.
- **Draft ETPL policy updates**
 - **Streamline the Process:** Currently, the process requests that applicants submit materials to three different agencies: WIC, DOES, and HELC. The WIC has recommended that the process be more streamlined where applicants can submit documents once.
 - **Solicitation Calendar:** Currently, applicants can apply quarterly and there is a two week turn around time. The WIC has recommended to extend the 2 week turn around period because it is too short. The OCP will not allow a rolling deadline.
 - **Handbook:** The WIC intends to develop a handbook for providers.
 - **Interview Process:** Explore including interviews for ETPL applicants. Currently, only AS speaks with applicants.
 - **Clarify and amend performance requirements:**
- Enable reciprocity with other ETPL providers
 - DOL is in support of this initiative



- *Questions:* how to manage reimbursements, how would we turn this on among providers, what would this look like with licensing, what are the specific regulations/codes that are allowable in one state but not allowable in another state?

V. **Focus Group Planning**

- Objectives (to discuss and confirm)
- Meet with current and former ETPL providers to identify what's working and areas for improvement for the program (and include participants who did not complete the training)- **no objections**
- Solicit input and recommendations from providers on system and process improvements - **no objections**
 - We want to gain an understanding of what the gaps are and why participants do not complete the training program
 - Specifically, when someone leaves a program does the responsibility err on the individual or the system?
 - We need to dig deeper into our data and identify the challenges that providers are having (e.g., do they have enough funding, time to work with businesses, refer participants to groups who can help, capacity to serve providers/participants, etc.)
 - Looking at providers through a high performance and low performance lens to gain diverse perspectives
 - *Next Steps:* (a) Follow up with DOES/providers to identify individuals to participate; (b) learn what the DOES Workforce Specialist does to engage with participants (i.e., how are customers being referred to training, how does coaching or guidance towards a select program/provider happen) at DOES and the AJC.



Eligible Training Provider Conference Call

8/21/20

9:30am – 10:30am

MEETING NOTES

Attendees

Ahnna Smith (WIC)
Dyanne Little (OICDC)
Mary Heygi (Intellectual Point)
Prem Jhadwani (Intellectual Point)
Brandi Forte (Amala Lives)
Joe Wynn (VETS)
Vanita Williams (VETS)
Rasheem Rooke (DCCK)
Ja'Sent Brown (DCCK)
Alex Moore (DCCK)
Tony Cancelosi (WIC Board)
Dasia Merriweather (Westlink)

I. Welcome and Introductions

II. Follow-up from May Guidance Email from WIC

a. HELC approval (reopening and closure plans)

- i. All but two ETPL providers have completed approval process for remote instruction during this period with HELC—reminder to please be sure HELC has your current closure and reopening plans.

b. Program Improvement

- i. WIC continues to work with DOES, HELC, and OCP to streamline our work and provide greater clarity and support for providers.
- ii. DOES just closed a solicitation (that we hope to have run quarterly) for new ETPL providers. As has been mentioned in past, they are required to run solicitation in order to award HCAs (even if providers approved to be on ETPL). Not needed for those with current, active HCAs—working to get the timing between conclusion of contracts and new solicitations better aligned to reduce interruption of services to customers.

III. Program Year Status and Reporting

a. Already referred customers (see ITA data below; current as of August 10, 2020)

- i. WIC: prioritize reaching out and supporting those who may be in progress if you are up to date with HELC and your HCA work order is active.

b. Next steps for new referrals





- i. DOES is working, with guidance from the Administration, to determine how and when to reopen AJCs. Currently they are working with OSSE to turn on and scale ability to deploy CASAS exams (a requirement for awarding new ITAs)

c. Non-WIOA participant reporting

- i. WIC will send Excel documents to request PY19 Non-WIOA participants for submission to DOL. This year we will work with DOES to leverage SWIS (the state workforce exchange process) to bump data against other state unemployment databases; this will hopefully allow us to better track participants who may be employed outside the District. Data will due in a couple weeks.

IV. Questions and Answers

- Dr. Merriweather: Given the current status of contracts and shutdown, what will happen with renewal period for contracts (and ETPL)? What will be consideration?
 - *Ahnna*: We're working with DOES and HELC and will have additional guidance regarding required annual updates and submission due to each organization—we hope to have something to the group by next month. If you have specific questions about your Human Care Agreement, please reach out to Alisa Fryar and Regina Robinson at DOES.
- Dr. Merriweather: Given concerns flagged regarding What about providers already approved to offer CASAS test; an they support administration of tests?
 - *Ahnna*: Will check with OSSE/DOES—great suggestion!
- Brandi Forte
 - This year has been a wash due to COVID; as they wait for HELC approval, has DOES talked about providers with HCAs—how long and if they will be able to utilize them for anything other than ITAs. Since those funds have not been accessible, is there any other way to support providers or offer services?
 - *Ahnna*: Will check with DOES and let the group know—DOES has also indicated that it will soon organize a meeting with all contracted training providers (including ETPL).
- Alex Moore: Wanted to confirm that the goal is to have contract solicitations quarterly.
 - *Ahnna*: Yes—that is the goal, and we're working towards getting there. We continue to work with OCP and DOES to strengthen the process, including notification to current and potential ETPL providers when solicitations are issued.
- Joe Wynn: Asked about timeline for reopening: new referrals for training, the HCA process, particularly given significant numbers of people who will need training and opportunities.
 - How are we working to improve training for residents—improving the overall work we're doing?



- Suggestions: More coordination with training providers; identifying opportunities for providers to step in and be a resource as the District is planning how it will serve residents.
- Dr. Merriweather: Since pandemic, so many people are out of work—need job, career-readiness, training.
 - Many providers were limited to 5 people by DOES/OCP based on performance, but with no new referrals and with ability to not serve many people, it creates challenge in being able to improve outcomes and prove what’s needed.
 - Many providers have been doing this work for a long time and just want the opportunity to serve; the limited number of referrals makes that difficult.
 - *Ahanna*: The feedback is appreciated. As we’ve shared with this group, the ETPL program is structured, and our negotiated performance rates with DOL require, that we meet our completion and credential targets—that continues to be a challenge. We are looking ahead at our third quarter with credential attainment rates below our goal, which jeopardizes our ability to continue to implement this program.
 - The concrete suggestions and requests from this group regarding how we can continue to improve the program and support you and your customers, continues to be helpful.
 - The WIC Board will be organizing a focus group with training providers as they seek opportunities to continue to improve our work. More information will be forthcoming.
- Tony Cancelosi: Introduced himself as a member of the Board and Education and Workforce Alignment (EWA) committee, which reviews and approves ETPL providers on behalf of the Board. Agrees that the Board is eager to hear from all of you about your experience on the ETP list, as training organizations, as businesses operating in the region.
- Mary Heygi: Asked about process to formally request distance learning approval
 - *Ahanna*: I am on point for whatever this group needs at the moment; we have just closed the application for filling our role for the program manager—in the interim, reach out to me.



1st CDL of NOVA			
	PY'17	PY'18	PY'19
Enrolled	105	77	67
Successful Completed	78	62	46
Unsuccessfully Completed	27	15	7
Credential Obtained	46	39	18

Byte Back			
	PY'17	PY'18	PY'19
Enrolled	0	6	1
Successful Completed	0	4	1
Unsuccessfully Completed	0	1	0
Credential Obtained	0	2	1

Opportunities Industrialization Center (OIC)			
	PY'17	PY'18	PY'19
Enrolled	12	21	7
Successful Completed	6	13	6
Unsuccessfully Completed	6	7	1
Credential Obtained	3	2	1

Urban Ed.			
	PY'17	PY'18	PY'19
Enrolled	N/A	2	13
Successful Completed	N/A	1	1
Unsuccessfully Completed	N/A	0	0
Credential Obtained	N/A	1	0

Healthwrite			
	PY'17	PY'18	PY'19
Enrolled	20	12	0
Successful Completed	17	10	0
Unsuccessfully Completed	3	2	0
Credential Obtained	6	3	0



Westlink			
	PY'17	PY'18	PY'19
Enrolled	7	27	0
Successful Completed	7	16	0
Unsuccessfully Completed	0	9	0
Credential Obtained	6	2	0

Nursing Assistant Academy			
	PY'17	PY'18	PY'19
Enrolled	20	35	27
Successful Completed	19	32	23
Unsuccessfully Completed	1	3	0
Credential Obtained	15	20	13

ITC			
	PY'17	PY'18	PY'19
Enrolled	N/A	2	3
Successful Completed	N/A	2	3
Unsuccessfully Completed	N/A	0	0
Credential Obtained	N/A	0	1

Intellectual Point			
	PY'17	PY'18	PY'19
Enrolled	72	90	55
Successful Completed	65	80	54
Unsuccessfully Completed	2	3	1
Credential Obtained	33	12	5

Destined for Greatness/Amala Lives			
	PY'17	PY'18	PY'19
Enrolled	5	3	2
Successful Completed	4	3	0
Unsuccessfully Completed	0	0	2
Credential Obtained	4	2	0



Vets Group Training Academy			
	PY'17	PY'18	PY'19
Enrolled	12	31	9
Successful Completed	12	27	9
Unsuccessfully Completed	0	2	0
Credential Obtained	7	7	4

Toni Thomas			
	PY'17	PY'18	PY'19
Enrolled	23	62	24
Successful Completed	10	39	16
Unsuccessfully Completed	13	12	6
Credential Obtained	9	25	13

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**Conflict of Interest Form
FY 21 Healthcare Workforce Partnership**

The Workforce Investment Council (WIC) relies on the expertise of each peer reviewer to identify any conflict of interest or apparent interest that may affect or appear to affect the integrity of a grant review process.

This form is an opportunity to disclose any actual, potential, or perceived conflicts of interest that may exist. A disclosure does not automatically result in the removing the reviewer from the grant review process.

All grant reviewers must review and sign.

Please read the definitions below to determine if a conflict of interest is applicable.

Actual Conflict of Interest:

An actual conflict of interest exists when:

- (a) A grant reviewer is an employee or board member of a grant applicant or is a family member of anyone involved in the grantee or grant applicant's agency.
- (b) A grant reviewer receives or accepts money or anything else of value from a grant applicant or has equity or a financial interest in or partial or whole ownership of an applicant organization.
- (c) A grant reviewer uses his/her status or position to obtain special advantage.

Potential Conflict of Interest:

A potential conflict of interest exists when:

A potential conflict of interest may exist if a peer reviewer has a relationship, affiliation, or other interest that could create an inappropriate influence if the person is called on to make a decision or recommendation that would affect one or more of those relationships, affiliations, or interests.



