

**GOVERNMENT OF THE DISTRICT OF COLUMBIA
Workforce Investment Council**



**Responses to FY2023-2024
Performance Oversight Questions**

Drew Hubbard, Executive Director

Submission to:

**Committee on Executive Administration & Labor
Performance Hearing**

**Council of the District of Columbia
The Honorable Anita Bond, Chairperson**

February 15, 2024

John A. Wilson Building
1350 Pennsylvania Ave. NW
Suite 404
Washington, DC 20004

STANDARD AGENCY QUESTIONS

1. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel and note the date that the information was collected on the chart.
 - a. Please provide the number of divisions or bureaus within your agency, the number of staff in each division, the lead personnel of each division and their contact information, and the lead personnel's tenure in that division.
 - b. Please provide an explanation of the roles and responsibilities of each division and subdivision.
 - c. Please provide a narrative explanation of any changes to the organizational chart made during the previous year.

Response: 1a. Please see the attached "Q1 WIC Org Chart".

Response 1.b: The WIC is organized into two functional teams—Operations and Program. The Program team is responsible for developing and implementing strategies related to the delivery of the agency's role and responsibilities, namely developing, strengthening, and delivering a cohesive workforce development system in the district. The Operations team is responsible for ensuring the delivery of the WIC's work, providing the capacity to manage and monitor the agency's budget, procurement, grantmaking, human capital, and other core functions that may be required.

Response 1.c: Please note that the Grants Management Specialist position grade 13 was reclassified to Resource Allocation Analyst grade 13 in fiscal year 2023.

2. Please provide a current Schedule A for the agency which identifies each position by program and activity, with the employee's title/position, salary, fringe benefits, residency status, and length of time with the agency. Please note the date that the information was collected. Schedule A should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen. Please separate salary and fringe and indicate whether the position must be filled to comply with federal or local law.

Response: Please see attached "Q2 Schedule A"

3. Please list all employees detailed to or from your agency. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee's projected date of return.

Response: The WIC has not had any detailed employees in FY23-24.

4. Please provide the Committee with:

- a. A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at agency expense in FY23 and Q1 of FY24.

Response: Please see the “Q4 attachment A” for the list of all employees who received or retained cell phones, personal digital assistants, or similar communications devices at agency expense in FY23 and Q1 of FY24.

- b. A list of monthly costs for cell phones, tablets, and laptops.

Response: Please see “Q4 attachment B” for a list of monthly costs for cell phones, tablets, and laptops.

- c. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned in FY23 and Q1 of FY24.

Response: The DC Workforce Investment Council does not have any vehicles owned or leased by the agency in FY23 and Q1 of FY24.

- d. A list of travel expenses, arranged by an employee for FY23 and Q1 of FY24, including the justification for travel; and

Response:

Employee Name	Arranged by	Purpose	Total Expense	Dates
Anika Holmes	Fern Hawkins	NAWDP 39th Annual Conference will enhance her skills and knowledge related to Business Services under WIOA. The conference will provide them with access to best practices, professional development opportunities, networking with peers, and industry experts, and stay current with regulatory changes. Attending the conference will enable the Associate Director to learn from other professionals in the field, gain a deeper understanding of the subject matter, and contribute to the successful implementation of WIOA requirements. (Program Development and Support to Businesses)	\$2808.56	5/7/2023-5/10/2023

Deborah Russell	Fern Hawkins	NAWDP 39th Annual Conference will enhance her skills and knowledge related to data and performance management under WIOA. The conference will provide them with access to best practices, professional development opportunities, networking with peers, and industry experts, and stay current with regulatory changes. Attending the conference will enable the P&I Associate Director to learn from other professionals in the field, gain a deeper understanding of the subject matter, and contribute to the successful implementation of WIOA requirements. (Best Practice for Monitoring and Performance)	\$3166.77	5/7/2023-5/10/2023
Suzanne Townes	Fern Hawkins	Horizons 2023 Without Limits - Join leading thinkers and innovators at our premier national summit where we will explore without limits to find innovative practices and scalable solutions to transform our education and workforce systems.	\$2950.07	6/13/23 - 6/15/23
Drew Hubbard	Fern Hawkins	Employment and Training Administration Vision 2023 Department of Labor Regional Convening. Vision 2023 Convening underscores the commitment to continuous improvement and innovation in WIOA-funded activities. Workshops and discussions focus on building the capacity of professionals engaged in these initiatives, equipping them with the skills needed to navigate the evolving landscape of workforce development. Through feedback mechanisms and evaluations, the event aims to ensure that policies and practices align with the changing needs of the workforce, promoting adaptability and innovation as integral components of successful education and training programs supported by WIOA	\$646.79	9/18/2023-9/20/2023

		funding. (Leading Workforce System for State and Convening for Oversight of the System)		
Anika Holmes	Fern Hawkins	Employment and Training Administration Vision 2023 Department of Labor Regional Convening. Vision 2023 Convening underscores the commitment to continuous improvement and innovation in WIOA-funded activities. Workshops and discussions focus on building the capacity of professionals engaged in these initiatives, equipping them with the skills needed to navigate the evolving landscape of workforce development. Through feedback mechanisms and evaluations, the event aims to ensure that policies and practices align with the changing needs of the workforce, promoting adaptability and innovation as integral components of successful education and training programs supported by WIOA funding. (State Pan for Business Engagement and Career Pathways)	\$197.00	9/18/2023-9/20/2023
Deborah Russell	Fern Hawkins	Employment and Training Administration Vision 2023 Department of Labor Regional Convening Vision 2023 Convening underscores the commitment to continuous improvement and innovation in WIOA-funded activities. Workshops and discussions focus on building the capacity of professionals engaged in these initiatives, equipping them with the skills needed to navigate the evolving landscape of workforce development. Through feedback mechanisms and evaluations, the event aims to ensure that policies and practices align with the changing needs of the workforce, promoting adaptability and innovation as integral components of successful education and training	\$878.00	9/18/2023-9/20/2023

		programs supported by WIOA funding. (State Plan and Convening)		
Anika Holmes	Fern Hawkins	Lightcast Conference serves as a transformative forum, strategically blending insights into labor market dynamics with the latest technological advancements to address the intricacies of supply and demand. This annual event brings together professionals, industry experts, and thought leaders to delve into the nuances of labor market information, offering a comprehensive understanding of current trends and challenges. Simultaneously, the conference provides a platform for exploring cutting-edge technologies that can revolutionize talent acquisition and workforce management. (labor Market and Demand Sectors)	\$2461.48	10/21/2023-10/25/2023
Brittany Silver	Fern Hawkins	Lightcast Conference serves as a transformative forum, strategically blending insight into labor market dynamics with the latest technological advancements to address the intricacies of supply and demand. This annual event brings together professionals, industry experts, and thought leaders to delve into the nuances of labor market information, offering a comprehensive understanding of current trends and challenges. Simultaneously, the conference provides a platform for exploring cutting-edge technologies that can revolutionize talent acquisition and workforce management. (Expenditure Guide)	\$2180.18	10/20/2023-10/25/2023
Kimberly Diggs	Fern Hawkins	Administrative Professional Conference - Attendees receive essential training to strengthen and expand critical skills they need to thrive in today's environment, improve productivity, and increase	\$3585.24	10/22/23-10/26/23

		their value to their bosses and organizations. Share best practices and innovative ideas with a community of administrative professionals. Additionally, connect with vendors offering solutions relevant to your office needs.		
Fern Hawkins	Fern Hawkins	Administrative Professional Conference - Attendees receive essential training to strengthen and expand critical skills they need to thrive in today's environment, improve productivity, and increase their value to their bosses and organizations. Share best practices and innovative ideas with a community of administrative professionals. Additionally, connect with vendors offering solutions relevant to your office needs	\$2760.46	10/22/23-10/26/23

- e. A list of the total workers' compensation payments paid in FY23 and Q1 of FY24, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.

Response: The DC WIC did not pay any worker's compensation in FY23 and/or Q1 of FY24

For FY23 and Q1 of FY24, please list all intra-District transfers to or from the agency.

Response:

Name of MOU	Fiscal Year	Amount	Origin	Destination
University of District of Columbia	FY23	\$2,052,098	DC Workforce Investment Council	University of the District of Columbia
Office of the State Superintendent of Education	FY23	\$1,650,000	DC Workforce Investment Council	Office of State Superintendent
Office of the State Superintendent of Education	FY24	\$1,000,000	DC Workforce Investment Council	Office of State Superintendent
Department of Employment Services	FY23	\$1,520,740	Department of Employment Services	DC Workforce Investment Council
Department of Employment Services	FY24	\$1,500,000	Department of Employment Services	DC Workforce Investment Council

First Source Department of Employment Services	FY 24	\$1,200,000	DC Workforce Investment Council	Department of Employment Services
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5. For FY23 and Q1 of FY24, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:

Response: The WIC did not receive any special revenue funds in FY23 or FY24.

6. Please list all memoranda of understanding (“MOU”) entered into by your agency during FY23 and Q1 of FY24, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date.

Response:

Name of Memoranda of Understanding (MOU)	Execution Date	Termination Date
University of District of Columbia	2/28/2023	9/30/2024
Office of the State Superintendent of Education	12/15/2024	9/30/2024
Office of the State Superintendent of Education	11/3/2024	9/30/2024
Department of Employment Services	9/22/2022	9/30/2024
Department of Employment Services	1/19/2024	9/30/2024
DC Department of Disability Services	6/14/2023	9/30/2024
Department of Employment Services	9/29/2023	9/30/2024

7. Please provide a table showing your agency’s Council-approved original budget, revised budget (after reprogramming, etc.), and actual spending, by program and activity, for FY21, FY22, FY23, and Q1 of FY24.
- For each program and activity, please include the total budget and break down the budget by funding source (federal, local, special purpose revenue, or intra-district funds).
 - Include any over- or under-spending. Explain any variances between fiscal year appropriations and actual expenditures for FY23 and Q1 of FY24 for each program and activity code.
 - Attach the cost allocation plans for FY23 and FY24.
 - In FY23 and Q1 of FY24, did the agency have any federal funds that lapsed? If so, please provide a full accounting, including amounts, fund sources (e.g. grant name), and reason the funds were not fully expended.

Response: See Question 8 for the chart. The WIC had no reprogramming in FY23 or Q1 of FY24.

8. Please provide as an attachment a chart showing the agency's overall Grants, Contracts, and Reprogramming received during FY23 and Q1 of FY24. Please breakdown into the following:
- Name and amount of federal source of funding agency and program, broken down in percentage (%) and dollar amount (\$);
 - Name and amount of local source of funding agency and program, broken down in percentage (%) and dollar amount (\$);
 - Identify whether each funding source is recurring or one-time.
 - Identify whether the contract was competitively bid or sole source; and
 - Indicate the receiving agency and amount of funding for funds moved out of the agency.

Response: See Question 9 Attachment

9. Please provide a copy of the required Small Business Enterprise (SBE) Report for FY23

Response: The DC Workforce Investment Council budget falls under the purview of the Deputy Mayor of Education for the fiscal year 2022-2023. DC WIC is dedicated to aligning all procurement activities with the Small Business Enterprise guidelines and is supported by the Office of Contracting and Procurement for the District of Columbia Government.

10. Please provide the following information regarding capital projects:

- A list of all capital projects in the financial plan.
- For FY21, FY22, FY23, and Q1 of FY24 an update on all capital projects under the agency's purview, including a status report on each project, the timeframe for project completion, the amount budgeted, actual dollars spent, and any remaining balances, to date.
- An update on all capital projects planned for FY24, FY25, FY26, FY27, and FY28.
- A description of whether the capital projects begun, in progress, or concluded in FY21, FY22, FY23, or Q1 of FY24, had an impact on the operating budget of the agency. If so, please provide an accounting of such an impact.

Response: The WIC has not had any capital projects in FY21 through FY24.

11. Please list all lawsuits pending and resolved, that name the agency as a party, during FY23 and Q1 of FY24. Identify the case name and number, claim and status.

Response: The WIC has not had any pending or resolved lawsuits in FY23 or 24.

12. Please describe the agency's procedure for handling allegations of workplace harassment during FY23 and Q1 of FY24. Indicate the following:
- Date of offense;
 - Whether the parties report to the same supervisor;
 - The findings of substantiation or non-substantiation;
 - What official action was taken; and
 - Identify the deciding official in each case.

Response: The WIC has not had any allegations of workplace harassment reported in the fiscal year 2023-2024. See attachment "DCWIC Standard Operating Procedure for Reporting Harassment" Attachment Q13

13. Please describe the agency's handling of sexual harassment claims received during FY23 and Q1 of FY24. Indicate the following:
- Date of offense;
 - Whether the parties report to the same supervisor;
 - The findings of substantiation or non-substantiation;
 - What official action was taken;
 - Identify the investigating official or Sexual Harassment Officer (SHO) for each claim; and
 - The date the report was forwarded to the Mayor's Office of Legal Counsel.

Response: The WIC has not had any allegations of sexual assault or misconduct reported in fiscal year 2023-2024. The WIC adheres to the DCHR policy and guidelines when investigating any allegations of sexual assault. See attachment "DCHR Policy and Guidelines" Attachment - Q14

14. Please list and describe all investigations, audits, studies, or reports by other entities regarding the work of the agency or conduct of agency employees during FY23 and Q1 of FY24.

Response: During Fiscal Year 2023 and the first quarter of Fiscal Year 2024, the DC Workforce Investment Council did not undergo any investigations, audits, studies, or reports conducted by external entities regarding the work of the agency or the conduct of agency employees.

15. Provide a list of all publications, brochures, and pamphlets prepared by or for the agency during FY23 and Q1 of FY24.

Response: Please see attachment "Q16 WIC Brochures and Publications"

- Career Coach Promotion Flyer
- DC Networks Handout
- Skills DC
- Talent Development Technical Assistance

16. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during FY23 and Q1 of FY24. Please state the status and purpose of each. Please submit a hard copy to the Committee if the study, research paper, report, or analysis is complete.

Response: Please see attachment “Q17 WIC Reports and Publications”

- 17a. High Demand Industry Sector
- 17b. Skills DC
- 17c. Healthcare Occupations Report
- 17d. Career Pathway Maps

17. Please provide a copy of the agency’s FY23 performance plan. Please explain which performance plan objectives are completed in FY23 and whether they were completed on time and within budget. If they were not, please provide an explanation.

Response: Please see attachment “Q18 WIC FY2023 Performance Plan.” All objectives in the WIC’s FY23 performance plan were completed on time and within budget.

18. Please provide a copy of your agency’s approved FY24 performance plan as submitted to the Office of the City Administrator, including approved goals, objectives, timelines, planned programs and projects, anticipated FTE allocation and expenditure, and metric outcomes to be analyzed.

Response: Please see the attached “Q19 FY24 Performance Plan”

19. Please provide the number of FOIA requests for FY23 and Q1 of FY24, that were submitted to your agency. Include the number granted, partially granted, denied, and pending. In addition, please provide the average response time, the estimated number of FTEs required to process requests, the estimated number of hours spent responding to these requests, and the cost of compliance.

Response: For Fiscal Year 2023 and the first quarter of Fiscal Year 2024, the DC Workforce Investment Council did not receive any FOIA requests. As a result, there are no records of requests granted, partially granted, denied, or pending during this period. Additionally, there were no associated response times, FTEs required, hours spent responding to requests, or costs of compliance since no FOIA requests were received by the agency.

20. Please provide each collective bargaining agreement that is currently in effect for agency employees. Please include the bargaining unit and the duration of each agreement. Please note if the agency is currently in a bargaining and its anticipated completion.

Response: The DC Workforce Investment Council does not have a collective bargaining agreement, and there are no union members on staff.

21. If there are any boards or commissions associated with your agency, please provide a chart listing the names, confirmation dates, terms, wards of residence, and attendance of each member. Include any vacancies. Please also attach agendas and minutes of each board or commission meeting in FY23 and Q1 of FY24, if minutes were prepared. Please inform the Committee if the board or commission did not convene during any month.

Response: "Please see Q22 Board attachments Q22A-Q22C for the chart listing the names, confirmation dates, terms, wards of residence, and attendance of each member of the boards or commissions associated with our agency. Additionally, attached are the agendas and minutes of each board or commission meeting held during FY23 and Q1 of FY24, if minutes were prepared.

22. Please list all reports or reporting currently required of the agency in the District of Columbia Code or Municipal Regulations. Indicate the following:
- Report due date;
 - If the agency complied;
 - Date of actual transmittal; and
 - To which entity the reports were filed.

Response:

Required Reporting	Status
§ 32–1603. Workforce Investment Council. the District’s annual report as required under section 136(d) of the Federal Workforce Innovation and Opportunity Act	The WIC has not historically produced this report; we are seeking procurement of a vendor to support the development of a report in 2024.
§ 32–1607. Training services criteria and performance accountability. The WIC shall publish annual report cards for each eligible training provider that include performance data and cost information in a manner that helps enhance customer choice in selecting training services.	In development; information about training providers is available on the WIC’s website and to registered users that log in to DC Networks for publication in late 2023.
§ 32–1622. Workforce Development System Expenditure Guide.	Submitted 2022 Guide and 2023 in currently in progress and will be submitted by April 2024.

<p>§ 32–1686. Monitoring and evaluation. Healthcare Occupations Report - By August 1, 2021, and annually thereafter, the WIC shall transmit to the Mayor and the Council the Healthcare Occupation Report developed by the Partnership pursuant to § 32-1684(e).</p>	<p>The 2023 Healthcare Occupations Report was submitted to Council and approved in July 2023.</p>
<p>§ 32–1691.07. Program performance and reporting. Beginning no later than September 30, 2022, and by September 30 annually thereafter, the WIC shall furnish to the Mayor and the Council of the District of Columbia copies of the IT Advisory Report issued pursuant to § 32-1691.10 and a report</p> <p>§ 32–1693.07. Program performance and reporting. No later than September 30, 2022, and by September 30 annually, thereafter, furnish a report to the Mayor and the Council of the District of Columbia. (Nurse Education Enhancement Program)</p>	<p>These requirements are related to the partnership between UDC and the WIC, in support of healthcare and IT training funding that is provided to UDC by the WIC. The first report will be submitted to the Council in September 2024.</p>
<p>§ 32–1691.10. IT Advisory Report. No later than September 30, 2022, the WIC shall submit to the Mayor, Council, UDC-CC, WDLL, and community training providers, an IT Advisory Report.</p>	<p>IT Advisory Board launched in late 2022; the grant-funded activities closed out in September 2023 the report will be submitted to Council in September 2024.</p>

23. Please provide a list of any additional training or continuing education opportunities made available to agency employees. For each additional training or continuing education program, please provide the subject of the training, the names of the trainers, and the number of agency employees that were trained.

Response: In FY23, the DC Workforce Investment Council provided continuous education opportunities for all agency employees. Training programs were customized through collaboration with the DC Department of Human Resources (DCHR), George Washington University (GW), and The Management Center to support ongoing professional development and team building. These initiatives encompassed various subjects aimed at enhancing skills, fostering continuous growth, and supporting effective team management. Specific trainers and the number of agency employees trained in each program varied based on the customized nature of the training sessions.

24. Does the agency conduct annual performance evaluations of all its employees? Who conducts such evaluations? What steps are taken to ensure that all agency employees meet individual job requirements?

Response: The DC Workforce Investment Council conducts annual performance evaluations as well as mid-year evaluations for all its employees. These evaluations are typically conducted by supervisors who review roles and responsibilities with staff members to ensure a clear understanding of individual goals and the broader objectives

of the agency. The evaluation process includes a comprehensive assessment of employees' performance against established job requirements. To maintain consistency and fairness in performance evaluations, the agency conducts calibration meetings. During these sessions, the agency ensures that performance standards are equitable across different departments and roles. This calibration process helps in standardizing assessments and promotes a fair and objective evaluation of employees' contributions to the organization. Overall, the combination of annual and mid-year evaluations, coupled with role clarification and calibration meetings, supports the agency's commitment to maintaining high-performance standards and ensuring that employees meet individual job requirements.

25. Please include a chart of the FY23 employee evaluation rating showing the employee's job title, duties/responsibilities, classification grade, salary, date of employment, and FY22 evaluation rating. Also, identify if the employee has been separated from the agency during FY23 or Q1 of FY24.

Response: Please refer to the attached Q26 Schedule A for a comprehensive chart detailing employee information, including job title, duties/responsibilities, classification grade, salary, and date of employment for the fiscal year 2023. The DC Workforce Investment Council, following confidentiality and privacy policies, does not include specific employee performance ratings in external documents. Employee evaluations are considered protected and confidential information, shared exclusively between the employee and their supervisor. This practice ensures the privacy and integrity of the evaluation process.

26. Please provide a list of programs, initiatives, and activities conducted by the agency to comply with a Racial Equity Lens objective.

Response: The DC Workforce Investment Council (WIC) actively engages in various programs and initiatives aligned with the Mayor's Racial Equity Plan, focusing on four overarching goals:

1. Skills DC

The WIC's Skills DC initiative, developed in 2023, promotes racial equity in hiring practices. It provides a suite of tools and resources to support District businesses in adopting inclusive, skills-based hiring. This initiative aims to widen the talent pool, decrease recruitment time, reduce onboarding costs, and improve retention rates. Skills DC offers both individual and cohort-based technical assistance and training, with plans to collect data and feedback from small businesses to inform future program development.

2. Career Coach DC

Career Coach DC, a mayoral initiative, provides career coaching services to empower DC residents in employment and education at no cost. Service delivery options include in-person, virtual, or hybrid formats based on individual preference. Locations were strategically chosen, with an emphasis on

Wards 5, 7, and 8, focusing on areas primarily comprised of African American and lower-income populations.

3. Youth Hiring Event

The WIOA Youth Working Group, recognizing challenges faced by younger job seekers, hosted a dedicated youth hiring event on September 9, 2023. Over 300 young residents attended, connected with over 10 businesses looking to hire. The event, held at the Martin Luther King Library, included on-site coaching support for resume writing and scheduling appointments for additional coaching through Career Coach DC.

4. Career Pathways

The WIC updates career pathways every four years, aligning with high-growth industries. The newly developed maps facilitate jobseekers in identifying entry-level positions irrespective of background or economic status. These maps promote economic inclusivity and resilience in the job market by aligning individual skills with employer demands. In 2024, the WIC plans to host Career Pathway Clinics to empower front-line staff in reviewing career opportunities, creating skills-based resumes, and developing career readiness plans based on individual interests. These initiatives collectively underscore the WIC's commitment to advancing racial equity in workforce development.

DC Workforce Investment Council's robust programs and initiatives, intricately aligned with the Mayor's Racial Equity Plan, stand as a powerful force in narrowing the racial gap and catalyzing meaningful change in the economic landscape. By prioritizing inclusive hiring practices through Skills DC, ensuring equitable access to career coaching services with Career Coach DC, fostering targeted opportunities for young job seekers, and systematically updating career pathways, the WIC aims to dismantle barriers and create pathways for upward mobility. The collective impact of these efforts is poised to significantly contribute to increasing Black household incomes by \$25,000.

27. Please provide a chart of agency programs conducted during FY23. Include the following:
- a. Initiation date.
 - b. Number and grade of FTEs assigned.
 - c. Program manager.
 - d. Total budget expenditure for the program (e.g. FTE salaries, materials, etc.); and
 - e. Outcomes from implementation (e.g. policy changes, program continuation, public support comments, etc.)

Response:

Agency Program	Program Details
Career Coach DC	Funded through the federal SLRF funds, in FY22 the WIC launched a District-wide Career Coaching initiative that continued through the end of FY23. This program includes outreach, intake, assessment, and provision of coaching services and support referrals to residents negatively impacted by COVID-19 and the economic downturn. In FY24, Career Coach DC will continue to work with customers to connect them with training and employment opportunities. Program Start Date 2/2022- End Date 9/30/23- Managed by the Deputy Director and supported by a Program Manager under ARPA Grade 13 1-FTE
Sector Strategies and Career Pathways	Funded locally and through the federal SLRF funds, in FY23, the WIC expanded its sector strategy work in healthcare to also include a focus on technology, with targeted grantmaking and capacity building to those training providers. The WIC has established a partnership with the Deputy Mayor for Planning and Economic Development (DMPED) to support investments in downtown revitalization and the hospitality sector. This body of work supports the IT and Healthcare workforce training grants and partnership with UDC to provide IT and Healthcare training to DC residents. In FY24 the WIC will continue to convene the IT Advisory Board, made up of business leaders and partners focused on expanding career pathways into the IT sector. This work also includes the development and updating of career pathway maps (available on the WIC website) for the increased number of the district’s high-demand sectors. These maps are tools that support residents, employers, and partners in understanding areas of need and opportunities to move into and along in one’s career. Each year the labor market information is reviewed to update and inform the system. The career pathways and sector strategies are supported by the Associate Director of Business Engagement Grade 14, Manager of Training and Skills Development- Grade 13, and a program Analyst Grade 12 since 2014-
WIOA State Plan Implementation	The WIC established working groups that include representatives from WIOA core workforce agencies and other agency partners from across the workforce system responsible for ensuring the district advances the priorities outlined in the current WIOA Unified State Plan. Through these working groups partners and other members of the community track progress to date on plan goals and discuss and implement continuous improvement strategies that ensure those goals outlined in the plan are met. The 2020 – 2024 state plan concludes in June of 2024 and the WIC is leading the development and submission of the 2025-2027 DC WIOA Unified State Plan, due in March.
District of Columbia Nondiscrimination Plan	WIOA requires recipients of WIOA funds to have a plan and system in place to reduce or eliminate discrimination in the delivery of workforce system services. This plan is in addition to existing DC requirements and regulations regarding nondiscrimination. The WIC led training for workforce system partners on non-discrimination efforts in FY23 and will lead additional

	training, as needed in FY24. Due to a change in staffing, the Associate Director for Performance and Impact serves as the EO Officer.
Workforce Development System Expenditure Guide	Supported by local funds, the Workforce Development System Expenditure Guide is a report that tracks performance outcomes and financial data across all DC agencies that manage, administer, oversee, or fund workforce development and adult education programs. This work is housed within the Performance and Impact Team. The WIC will continue to work with agency partners to develop this report and identify opportunities to increase and improve the data compiled to improve strategic decisions made regarding resource allocation and program development and design. The FY22 Expenditure Guide can be found at dcworks.dc.gov .
Healthcare Workforce Partnership	In January 2021, the WIC awarded a one-year, \$250,000 grant (local funds), renewable for up to four years, to support the establishment of a healthcare sector intermediary. This work is under the Business Engagement team and will be supported by efforts to deepen the coordination and engagement of government and external partners. The work of the Partnership will complement other investments in healthcare in DC. The Partnership released its annual sector report in July 2021, which can be found at dcworks.dc.gov . The grant has been continued into FY2022 and the work of the Partnership will inform a healthcare training grant solicitation that will be published in January 2022. The program was supported by Sector Strategies Manager Grade 13 from 2020-2022; due to staffing changes the Associate Director of Business Engagement Grade 14 supports the program activities. Locally funded
Training and Skills Development	In addition to managing the ETPL and program, in partnership with DOES, the WIC leads a working group that supports education, and training, and skills development coordination across government partners. Through this work, the WIC staff and other agencies will work to conduct a landscape analysis of training capacity to inform the development of a workforce training plan that meets the needs of District residents and employers. In FY2023, the WIC will also work with K-12 partners as the district builds out its ability to report on early career outcomes for youth. This program is Managed by the Training and Skills Development Manager Grade 13 funded by WIOA and Local funds.
Business Engagement	Business Engagement leads a working group that supports education and workforce training coordination across government partners. Through this work, the WIC staff and other agencies will work to conduct a landscape analysis to inform the development of a workforce training plan that meets the needs of District residents and employers. The unit is managed, support and directed by the Associate Director of Business Engagement – Grade 14 which is a position that is locally funded. The Associate Director manages – 2 staff Program Analyst and Training and Skills Development Manager.
Data Modernization	The WIC continues to support the public workforce system’s ability to collect and report on services delivered to DC residents and employers, as we seek to:

	<ul style="list-style-type: none"> • Identify and better understand the needs of customers; • Inform continuous improvement at the program and system level; and • Inform strategic investments designed to ensure that the District’s most vulnerable residents achieve workforce-related goals. Four primary areas have been identified by the WIOA Steering Committee and WIC as areas for continued focus in FY2022, including: <ul style="list-style-type: none"> • Data Governance — Establishing a structure and operating practices across public workforce agencies to better support our sharing and reporting practices. • Identify a Data and Reporting Analytics Tool — Since there is no one data system through which customer information is tracked and reported, program and customer data are siloed, and system-wide reporting is difficult. The WIC is exploring tools that will enable us to aggregate and report customer and program outcomes more seamlessly. • Strengthen Customer Referral System — For the last several years, DC has worked to implement the My Journey DC platform. The WIC and AJC partners will work to increase use of this tool for referring customers for services across agencies and programs. • Improve Customer Access — while DC has rich resources across numerous portals, systems, and websites, the WIC and AJC partners are working to identify ways to better connect and streamline this information for residents and make it easier for them to look across all education, workforce, and employment resources available to them in one place through My Journey DC.
One-stop operator (OSO)	<p>This work is managed by the Performance and Impact team and supports service delivery across the eight required partners of the AJC: DOES, DHS, DC Housing Authority (DCHA), Department of Disability Services (DDS), National Center for Black Aging, Office of the State Superintendent of Education (OSSE), Potomac Job Corps, and UDC. The OSO is an external contractor (supported by federal WIOA funds) that supports coordination and alignment, training and development, and service delivery through regular meetings and initiatives outlined in their contract.</p> <p>The One Stop Operator will continue to play a critical role in support of recovery efforts including the coordination of hiring events and marketing and engagement campaigns directed to employers and jobseekers. In FY23 the OSO supported regular coordination of AJC partners through weekly meetings and supported the delivery of system-wide training for frontline staff.</p>

28. Please provide a chart showing the agency’s program priorities for FY23 and FY24. Include the following:
- a. Staffing numbers;
 - b. Expenditure;
 - c. Community outreach activities; and
 - d. Measurable outcomes or metrics associated with each priority.

Response:

Program	Priorities and Activities
WIC Operations Team	The Operations team oversees all internal processes and procedures in support of the goals and priorities of the WIC. This includes management of professional development; dashboards and tools to support implementation and tracking of projects; budget and procurement for the organization; Board management and logistics; and other special projects.
Business Engagement	<p>This team, led by the Associate Director of Business Engagement, oversees engagement with sector and business leaders, uses labor market and economic analyses to understand business needs and trends, and ensures the district delivers quality occupational training and skills standards. This includes oversight and management of the Eligible Training Provider List (ETPL); outreach, coordination, and engagement with employers; the Healthcare Workforce Partnership; and the development and delivery of other tools and resources to advance the implementation of career pathways and sector strategies in service of the needs of job seekers and employers.</p> <p>Additionally, through federal SLRF funds in FY22 and FY23, the WIC awarded grants through the Employer Partnership Training Grant program to support employers upskilling or expanding pipelines of talent into their business. In FY23, the WIC launched a Talent Development Technical Assistance grant that will expand engagement with employers, particularly those seeking to implement inclusive and skills-based hiring best practices. In FY2024, the WIC will continue to partner with the Hire Local DC coalition and will build upon its work to support local employers.</p>
Performance and Impact	This team leads work to establish a coordinated and cohesive workforce development system and oversees the One-Stop Operator contract, AJC System Partner Coordination and Certification, In addition, the Performance and Impact team works to create the District’s WIOA Unified State Plan development, the Expenditure Guide, policy development, monitoring and oversight of the workforce system, ensure Equal Opportunity compliance is in place, performance data alignment and integration, performance reporting and continuous improvement.

29. Please provide a copy of the agency’s FY23 Performance Accountability Report of strategic objectives, indicate if key performance indicators were met, and with which other government agency was the report filed.

Response: Please see the Attachment for “Q30 PAR”

AGENCY-SPECIFIC QUESTIONS

I. Agency Priorities, Performance, and Evaluation

31. Please discuss the WIC’s top five priorities.
 a. How did the agency address its top five priorities in FY23?

Response:

FY2023 Priorities	Description of FY2023 Work
WIC Staff and Organizational Systems	Between October 2021 and January 2022, the WIC grew nearly threefold to support the ARPA-related initiatives the WIC oversaw. In addition to hiring, onboarding, and supporting the professional development of the team, the WIC continued regular organizational retreats and planning meetings, and all staff training. The staff has decreased resulting from the conclusion of ARPA programs. The WIC’s priorities in 2024 will focus on monitoring, oversight, compliance, reporting, and business/sector engagement. The WIC is a total of 8 staff members with two additional positions that will be filled in this quarter.
COVID-19 Recovery Priorities Workforce Training Grants	As part of Mayor Bowser’s COVID-19 economic recovery strategy, WIC focused on getting residents back to work. This included driving an inclusive jobs recovery helping residents enter into stable careers, responding to the immediate needs of residents, and re-imagine workforce development to cater to and align education, training, and access with employer demand. Through this work, the WIC seeks to strengthen pathways into family-sustaining jobs in current and future high-demand occupations for residents hardest hit by the pandemic. Strategies around an inclusive jobs recovery included: strengthening job-seeker-employer connections; driving a surge in credentialing in high-demand, high-wage industries; and prioritizing employer-driven training. In support of the recovery efforts, the WIC delivered new grant programs and partnered with the University of the District of Columbia (UDC) to expand access to high-quality workforce training, and helped connect DC residents with education, training, and employment. These new grant programs and partnerships include:

Employer Partnership Grants- To assist with COVID relief, grant funding was allocated to employers by the DC Workforce Investment Council (WIC). These grants aimed to enhance training programs for both incumbent and new workers in high-demand industries and occupations. Going beyond skills development, the grants facilitated outreach to businesses, encouraging capacity building for more inclusive hiring practices and placing a strong emphasis on the creation of quality jobs. Running concurrently, the Talent Development Technical Assistance Grant, awarded in February 2023, provided support and guidance to local businesses. By offering technical assistance, the DC WIC was able to enhance the impact of the Employer Partnership Training Grants and contribute to the overall improvement of the local workforce and job market.

Career Coach DC -In 2022, funds were allocated to create Career Coach DC in response to the needs of thousands of unemployed workers impacted by the COVID-19 pandemic. This initiative aimed to enhance existing workforce development programs by providing free career coaching services to DC residents. In-person locations were established at public libraries and ECD apartment complexes in targeted Wards 1, 2, 4, 5, 7, and 8, with the program also accessible online, by phone, or in person. It offered comprehensive assessment, case management, and navigation support, helping residents create personalized career plans and connect to education, training, and employment opportunities. Over 3,000 residents enrolled in coaching services, achieving at least one career goal during the program's tenure. However, the program sunset in the fall of 2023.

UDC Partnership- In January 2022, the DC Workforce Investment Council (WIC) took a significant step in supporting the educational aspirations of residents by transferring \$2.125 million to the University of the District of Columbia (UDC). This financial allocation aimed to facilitate no-cost educational opportunities for individuals pursuing credentials or degrees in the vital fields of healthcare and Information Technology (IT). The funding was earmarked for use across various educational avenues, including UDC's Workforce Development and Lifelong Learning programs, community college offerings, and four-year degree programs. This strategic initiative was a direct response to the growing need for skilled professionals in the healthcare and IT sectors, reflecting the WIC's commitment to fostering

	<p>accessible and quality educational pathways that align with the evolving demands of the workforce in the district.</p> <p>Community Training Grants- The DC WIC awarded nearly \$4 million in grants to educational institutions and workforce training providers to scale no-cost workforce training opportunities for DC residents, recognizing the critical importance of equipping the local workforce with essential skills. By focusing on the healthcare and IT sectors, the WIC aimed to address the growing demand for skilled professionals in these industries while creating accessible pathways for DC residents to secure industry-recognized credentials. This strategic investment played a vital role in not only bolstering the competitiveness of the local workforce but also in promoting economic mobility, ensuring that residents had the necessary qualifications to thrive in high-demand sectors.</p>
Data Modernization	<p>The WIC will continue to support the public workforce system’s ability to collect and report on services delivered to DC residents and employers, as we seek to:</p> <ul style="list-style-type: none"> • Identify and better understand the needs of customers. • Inform continuous improvement of the program and system; and • Inform strategic investments designed to ensure that the district’s most vulnerable residents achieve workforce-related goals. <p>There are four primary areas identified by the WIOA Steering Committee and WIC as areas for continued focus in FY2023, including:</p> <ul style="list-style-type: none"> • Data Governance — Establishing a structure and operating practices across public workforce agencies to better support our sharing and reporting practices. • Identify a Data and Reporting Analytics Tool — Since there is no one data system through which customer information is tracked and reported, program and customer data are siloed, and system-wide reporting is difficult. With AJC partners and support from the Office of the Chief Technology Officer (OCTO), the WIC continues to explore tools that will enable us to aggregate and report customer and program outcomes more seamlessly. • Strengthen Customer Referral System — Through My Journey DC, the WIC and AJC partners work to increase the use of this

	<p>tool for referring customers for services across agencies and programs.</p> <ul style="list-style-type: none"> • Improve Customer Access — while DC has rich resources across numerous portals, systems, and websites, the WIC and AJC partners are delivering different ways to better connect and streamline this information for residents and make it easier for them to look across all education, workforce, and employment resources available to them in one place.
Business Engagement	<p>The Business Engagement function within the Workforce Investment Council is instrumental in informing decisions and strategies for training programs and sector-specific initiatives. Business Engagement staff works closely with local businesses to foster sector partnerships and align training programs with the evolving demands of high-demand sectors and occupations. By facilitating collaboration and maintaining quality standards, Business Engagement helps create clear career pathways and ensures that training providers listed as eligible meet industry standards. This essential role supports the region in cultivating a skilled and job-ready workforce, ultimately contributing to the economic growth and vitality of the district. In the upcoming fiscal year, the Business Engagement unit will continue to maintain a strong focus on sector strategies and partnerships, aiming to expand the participation of businesses in essential workforce development programs like apprenticeships, on-the-job training, and work experience opportunities. Concurrently, we will emphasize the development of sector partnerships, working to establish reverse technical assistance programs that enable more job seekers to access high-demand industries. Furthermore, our goal is to create a streamlined, one-stop approach for businesses seeking services, simplifying the process of connecting residents with job opportunities that align with both the DC Comeback plan and the specific needs of the business community. Our staff will make a concentrated effort to establish business relationships that specifically represent our high-growth and in-demand industries. In addition, staff will diligently monitor the number of engaged businesses, the range of services they utilize, and the sustained use of resources such as DC Networks to enhance hiring, job training models, and retention services, all in support of a robust and thriving workforce in the District of Columbia. Over the last year, Business Engagement has made remarkable progress, driven by both the allocation of ARPA funds and collaboration with this Committee. The initiatives have significantly enhanced our capacity to serve the district and support economic growth. A key function of the WIC is to lead and coordinate alignment between education and</p>

	workforce training providers, employers, government agencies, and residents.
Training and Skills Development	<p>Defining High-Demand Sectors</p> <p>The DC Workforce Investment Council (WIC) expanded the original career pathway maps to a total of 18 pathways across the 8 high-demand industry sectors, utilizing the newly updated high-demand occupations and industry sectors.</p> <p>Leveraging Labor Market Information (LMI), the WIC established the high-demand occupations and industries for the district from 2024 to 2027, complying with WIOA regulations that mandate the definition of the workforce area's high-growth industries and in-demand occupations. In 2024, the district focused on specific industries for both job creation and employment attainment due to economic shifts resulting from COVID-19. Identifying high-demand sectors and occupations under the Workforce Innovation and Opportunity Act (WIOA) served the purpose of guiding workforce development efforts and aligning training and education programs with the labor market's needs. The WIC developed a revised methodology for identifying high-demand occupations and industries, involving specific steps or components.</p> <p>The process included:</p> <ul style="list-style-type: none"> • Identifying occupations in DC with growth for the period of 2022-2032, a minimum wage of \$17.00 per hour or higher, and with 50 or more openings annually. • Filtering the District occupations data set by NAICS codes. • Grouping NAICS codes to create a High Demand Sectors List. <p>The newly identified sectors and industries provided:</p> <ul style="list-style-type: none"> • 34,750 new jobs potentially available in the updated high-demand sectors. • An average wage for the occupations in the proposed sectors of \$41.34 per hour or \$85,000 annually. • Inclusion of all six of the DC Comeback Plan's high-growth target sectors in the 8 proposed High-Demand Sectors. <p>Eligible Training Provider List</p> <p>As a pivotal component of the Workforce Investment and Opportunity Act (WIOA), the Eligible Training Provider List (ETPL) plays a vital role in connecting individuals with valuable workforce training and education opportunities. The ETPL is a</p>

curated list of training providers and programs that have undergone rigorous certification to meet specific eligibility and performance criteria, as established by the DC Workforce Investment Council (WIC). This list serves as a guiding compass for individuals seeking training, ensuring that the offerings align with the demands of High Demand Sectors in the District, as well as in the broader region, encompassing Maryland and Virginia.

Training Performance

In March 2023, we undertook a substantial update to the ETPL policy to contain performance data that matches the WIOA agreed-upon metrics; and included reciprocity information to provide capacity for expanding the ETPL with providers outside of the district; moved data collection from an annual basis to a quarterly basis to allow for more accurate data collection and the ability to get more point-in-time information on our providers

Training Quality Standards

We are also taking strides to enhance the quality of training programs. Pilot training quality standards have been initiated to ensure that we prioritize not just the quantity of training offerings, but the quality that leads to gainful employment upon certification. The DC WIC developed nine (9) training quality standards (Four (4) quantitative standards, and five (5) qualitative standards) for training providers. These more holistic training quality standards provide the workforce system a framework from which the business community can obtain quality talent and job seekers are prepared to meet the needs of the business community. These standards also allow for the creation of technical assistance and a plan for continuous improvements in training providers. The standards will inform the types of investments that workforce partner agencies will need in the future to ensure the alignment of the business community and district job seekers.

Technical Assistance

Currently, the DCWIC is engaged in individual discussions with current and prospective ETPL providers, the Department of Employment Services, the Higher Education Licensing Commission, and the Office of Contracting and Procurement. In these meetings, stakeholders are surveyed and questioned about the technical assistance needs and requirements beneficial for those in the ETPL. From research and data analysis, the DC WIC is developing a comprehensive list of technical assistance for all training providers in the District. This initiative aims to raise

	<p>awareness of the requirements, needs, opportunities, and information available to ensure success in providing training opportunities for DC residents and maintaining good standing with DC WIC, DOES, OCP, and HELC. Group sessions will be scheduled to disseminate this information effectively.</p> <p>Additionally, the DC WIC is collaborating with the OSO to schedule the provision of technical assistance on quality training standards, high-demand occupations and industries, and career pathways to front-line staff, workforce system partners, and training providers. This joint initiative is focused on facilitating the continuous development and delivery of quality training programs for District residents in high-demand occupations and industries.</p>
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b. What are the agency’s top five priorities for FR23

Response:

DC Workforce Investment Council Fiscal Year 2024 Priorities	
Priorities	Agency Action and Focus
Enhanced Accessibility and Continuous System Improvement	The DC Workforce Investment Council emphasizes continuous learning and system improvement with a focus on leadership development and will prioritize this approach while establishing a unified point of access, streamlining services for increased accessibility to training providers, community-based organizations, district partners, job seekers, and businesses.
Integration of a Comprehensive Workforce Development System	The DC Workforce Investment Council is initiating efforts to create a fully integrated and comprehensive workforce development system, establishing stakeholder collaboration and strategic partnerships to align resources and services effectively. The WIC is on a mission to refine and expand this system, emphasizing seamless coordination to address both job seekers' and business needs.
Coordination, Transparency, and Inclusive Workforce Development	The DC Workforce Investment Council (WIC) commits to initiating and establishing efforts to promote coordination and transparency as key priorities, fostering a collaborative environment through enhanced communication channels and transparent reporting practices. The WIC is at the outset of these efforts and will sustain and intensify its focus on ensuring inclusivity in workforce development, actively addressing barriers faced by underrepresented communities.
Accountability, High Performance, and Data-Driven Decision-Making	Leading with a focus on accountability and high performance, the DC Workforce Investment Council (WIC) is creating robust monitoring and evaluation mechanisms to ensure efficient resource utilization through clear metrics. The WIC is also enhancing its data-driven decision-making capabilities by investing in advanced analytics and reporting systems to adapt to evolving training programs and job market needs.

Effective Leadership, Partnerships, and Program Innovation	The DC Workforce Investment Council (WIC) will prioritize strategic partnerships and program innovation, convening partners for the adoption of cutting-edge practices responsive to emerging trends, after having focused on promoting effective leadership at all levels and fostering a culture of innovation through workshops and collaborative initiatives.
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32. Please list each program or body of work operated or administered by the WIC during FY23, and note which programs are new this year. For each, please include:
- a. A description of the program and its purpose.
 - b. Which office carries out the program.
 - c. A summary of program activities in FY23.
 - d. Any documented results of the program.
 - e. Whether the program operates using local or federal funds (and the dollar amount of any local funds budgeted for FY24); and
 - f. If applicable, the WIC subcommittee that oversees the program.

Response: WIOA Unified State Plan -Through the coordination and alignment across government, the public, and private sectors, the WIC is responsible for developing and overseeing the implementation of a plan that looks across many of these investments—the District’s Unified WIOA State Plan. The District’s current WIOA state plan concludes early next year, and the WIC is in the process of facilitating the 2024-2028 planning process which is due to the Department of Labor in March of 2024. This body of work is led by the Associate Director of the Performance and Impact Team. A summary of plan development activities include: public stakeholder meetings, focus groups with targeted populations, listening sessions, working groups to discuss alignment of workforce system strategies in support of WIOA requirements, and the writing and submission of the WIOA State Plan to the Department of Labor. The plan is reviewed by agency partners responsible for submission into the plan and the DC WIC Board who provide final approval.

Career Coach DC and Community of Practice -Launched in the summer of 2022 in response to a survey of thousands of unemployed workers impacted by the COVID-19 pandemic, Career Coach DC added capacity to existing workforce development programs by providing free career coaching services to residents, with in-person locations at targeted public libraries along with Enterprise Community Development apartment complex locations in Wards 1, 2, 4, 5, 7, and 8. Accessible online, by phone, or in-person, DC residents received assessment, case management, and navigation support. Coaches helped residents develop an individualized career plan and steps to achieve their goals by connecting them to education, training, and/or employment. After the program, over 3,000 residents enrolled in coaching services and achieved at least one career goal. This activity was under the direct supervision of the DC WIC Deputy Director. Career Coach DC was an ARPA-funded activity funded for 3.4 million dollars over two years.

My Journey DC -The WIC is committed to developing and modernizing the data infrastructure of the workforce development system, building the infrastructure necessary

to analyze and report on workforce development programs and outcomes. My Journey DC, the District's comprehensive platform that includes a community catalog of more than 70 organizations and 250 workforce programs is available for DC residents to self-refer to workforce-related programs and services. It is also the referral platform of record for the workforce system and is used by agency partners that support services in the American Job Center. The WIC has transitioned the in-person component of Career Coach DC to a virtual experience through the participant portal. In addition, agency staff refer individuals between agencies and programs, ensuring we meet all a jobseeker's needs to ensure their career success. To date, over 7,000 residents have been referred to services through My Journey DC including Career coaching services, Job-readiness assistance, Occupational skills training, and System Integration through One-Stop Operations. This activity is led by Performance and Impact and was established in 2014. In 2021, the WIC assumed the responsibility for My Journey DC and is braid-funded using both local and federal funds totaling \$447,504 in FY24.

The One Stop Operator is managed through the WIC and is a required function of the American Job Center as outlined in the Workforce Innovation and Opportunity Act regulations. The WIC convenes 30-40 representatives of the eight required AJC partners weekly to identify opportunities for alignment, review Center traffic activities, and to problem-solve challenges that arise in serving our respective and shared customers. The eight required AJC partners include: the Department of Employment Services (DOES); the Department of Disability Services (DDS); the Department of Human Services (DHS); the Office of the State Superintendent of Education (OSSE); UDC; DC Housing Authority's Envision Center (DCHA); Potomac Job Corps; and the National Caucus and Center on Black Aging, Inc. (NCBA), serving low-income older workers through the Senior Community Service Employment (SCSEP) program. This workforce system function is managed by the Associate Director of Performance and Impact and is federally funded by WIOA.

Expenditure Guide -The Workforce Development System Transparency Act (D.C. Law 22-95) mandated that the WIC develop and update annually a Workforce Development System Expenditure Guide that reports funding and outcomes for all District government-funded workforce development activities. The Expenditure Guide and Accompanying Document reports on the work of over 15 agencies that deliver workforce development services to thousands of residents across more than 80 workforce programs. The WIC began developing this report in FY19. This report is key to our ability to analyze and assess the District's success in delivering workforce programs and services and continuously improving our approach to service delivery. The Expenditure Guide development is the responsibility of one FTE that spends 80% of their time on this annual report and managed by the Associate Director and paid using local funding. Expenses associated with this report include the use of data-related software tools that total approximately \$40,000 annually.

Business Engagement function within the Workforce Investment Council in the District of Columbia is instrumental in informing decisions and strategies for training programs and sector-specific initiatives. Business Engagement staff works closely with local businesses to foster sector partnerships and align training programs with the evolving demands of high-demand sectors and occupations. By facilitating collaboration and maintaining quality standards, Business Engagement helps create clear career pathways and ensures that training providers listed as eligible meet industry standards. This essential role supports the region in cultivating a skilled and job-ready workforce, ultimately contributing to the economic growth and vitality of the District of Columbia. The Business Engagement unit will continue to maintain a strong focus on sector strategies and partnerships, aiming to expand the participation of businesses in essential workforce development programs like apprenticeships, on-the-job training, and work experience opportunities. Concurrently, the DC WIC will continue to develop sector partnerships, working to establish reverse technical assistance programs that enable more job seekers to access high-demand industries. Furthermore, our goal is to create a streamlined, one-stop approach for businesses seeking services, simplifying the process of connecting residents with job opportunities that align with both the Mayor's economic development plan and the specific needs of the business community. Over the last year, Business Engagement has made remarkable progress, driven by both Council mandates and the allocation of ARPA funds. The initiatives have significantly enhanced our capacity to serve the district and support economic growth. The Business Engagement unit is managed by the Associate Director of Business Engagement a locally funded position. During fiscal years 22 and 23 all occupational training grants and employer partnership activities with activities outcomes reported below in question 37. The Education and Workforce Alignment Committee supports and oversees all programs initiated and launched under the Business Engagement unit.

High Demand Sectors/Occupations Sector Strategies- DC WIC reviews labor market information in July of every year to ensure that District Residents are being trained for employment opportunities in the District. The WIC's recent sector updates are a testament to our dedication to workforce preparedness for both current employment needs and future job opportunities. The addition of Education, Hospitality Retail Tourism, and Entertainment, Transportation Infrastructure and Utilities, and Business and Office Administration as standalone categories complements our initial high-demand sectors in IT, Healthcare, Construction, Security, and Law Enforcement. These adjustments stem from the work of the Career Taskforce in 2014 and reflect our proactive approach to aligning our workforce with the evolving needs of District businesses. By expanding our high-demand sectors to eight, we are laying the foundation for tailored training programs for front-line staff, ensuring they are equipped with knowledge about available occupations. Additionally, the WIC is actively working on fostering sector partnerships to facilitate direct business engagement, strengthening the vital connection between our workforce and industry demand. This body of work is supported through a combination of local and federal funds, other than staff cost this is an activity that does not require individual funding. The position that supports this program is locally funded.

Career Pathway Maps-The career pathway maps were developed under the Business Engagement unit to reflect the data informing the new High Demand Sectors. The career pathway maps are tools that help individuals explore available opportunities in the District's high-demand sectors; they also serve as a tool for professionals in education, workforce development, and human resources, as they support job seekers and employees in choosing among the opportunities that interest them. The career pathway maps include information about credentials, labor market value, and wages relevant to the local context. In the summer of 2023, DC WIC updated its pathway maps, increasing them from 13 Career Pathway Maps to 18 Career Pathways Maps to include the updated high-demand sectors. The Career Pathway Maps are currently in the process of being vetted by the business community to strengthen their content. This body of work is supported through a combination of local and federal funds, other than staff cost this is an activity that does not require individual funding. OSSE does manage a system under Lightcast which supports the live information behind the maps.

Healthcare Intermediary Partnership Program- Sector Partnership -The DC Hospital Association Intermediary Partnership serves as a pivotal bridge that connects businesses, training providers, and job seekers, ensuring that the workforce is well-equipped to meet the demands of the job market. This partnership is an example of the crucial role that sector partnerships play in aligning industry needs with workforce development. One of the primary functions of the DC Hospital Association Intermediary Partnership is to facilitate industry-specific collaborations. By bringing together healthcare facilities, educational institutions, and prospective healthcare professionals, this partnership fosters an environment where essential skills are honed and tailored to the unique requirements of the healthcare sector. This ensures that the healthcare workforce is not only prepared but excels in their roles, providing the high-quality care that the community relies on. The strategies developed within this partnership are instrumental in addressing labor market gaps. In the ever-evolving healthcare industry, staying attuned to specific skills and competencies in demand is vital. The DC Hospital Association Intermediary Partnership constantly assesses these needs and tailors training programs to fill those gaps. By doing so, this partnership not only meets the immediate requirements of healthcare facilities but also contributes to long-term economic growth by ensuring a skilled and adaptable healthcare workforce. In FY24, the DC Health Care Workforce Partnership will continue its charge of being an industry-driven, community-supported sector-based alliance, consisting of businesses from the health sector. Healthcare employers continue to lead this work by defining the agenda and driving it forward. Since its inception, the partnership has grown to over 50 members, including 21 employers, and will be issuing the 4th Annual Healthcare Occupations Report that will not only activate the strategic recommendations within the last report but will also serve as a model to establish a best practice to create advisory boards for the District's Top 5 High Demand Sectors to Employment, Education and Training Opportunities. This position and all activities were supported under local funding originally supported by a Program Manager, however in Summer of 2023 transitioned to the Associate Director of

Business Engagement both positions. The Healthcare partnership is funded at \$258,000 per year since 2021.

Employer Partnership Grant -Employer Partnership Grant programs were formed to give businesses an opportunity to upskill their workforce. These programs have been instrumental in addressing the pressing issues surrounding workforce development, skill gaps, and unemployment in the District. One of the key strengths of these programs has been the upskilling of incumbent workers, which in turn has created an upskill/backfill opportunity. This approach not only improves the skills of our existing workforce but also opens doors for new talent to enter the job market. Furthermore, the programs have allowed employers to vet and train potential entry-level employees before making hiring decisions, leading to more informed and efficient recruitment processes. The results of this effort led to 1) increased employment through employer partnership grants, thereby reducing unemployment rates and providing more residents with employment opportunities; 2) participants in employer-driven training programs gained new, high-demand skills, making them more employable; 3) inclusive hiring initiatives promoted diversity and inclusion in the workplace, fostering equity within the district, especially in Wards 7 and 8; 4) provided long-term career pathways, leading to upward mobility and a skilled talent pool, increasing business productivity and efficiency; 5) As of September 29, 2023 a total of 168 residents secured or maintained employment through employer-driven training initiatives, with an average wage of \$28.12 an hour. This program was started in 2022 with two staff assigned to focus on training and hiring opportunities for district residents. The program on September 30, 2023, program sunset.

Training Grants- In FY22 and FY23, we awarded 15 grantees offering no-cost workforce development training to DC residents. Many programs offered stipends to participants to cover the costs of transportation or childcare, to help students focus on successful completion of their program. To date more than 909 individuals have enrolled in WIC-funded IT and Healthcare training, 702 of those participants have completed the program, 364 participants were certified, and 215 participants received employment. These programs enabled students to earn credentials such as CompTIA Security+, Amazon Web Services, Certified Nursing Assistant, and Home Health Aide. This body of work is supported through a combination of local and federal funds, other than staff cost this is an activity that does not require individual funding.

The Talent Development Technical Assistance (TDTA) - The Talent Development Technical Assistance (TDTA) initiative is a program targeted toward businesses in the District and encompasses a series of training sessions aimed at reshaping our approach to hiring and fostering equity and inclusivity in our workforce. TDTA - Skills-Based Hiring program, organized by the DC Workforce Investment Council in collaboration with the Markle Foundation and District Bridges, represents a transformative shift in our employment landscape. The Talent Development Technical Assistance initiative held a conference at the Walter E. Washington Convention Center on September 14th, which brought together workforce stakeholders. Four training sessions involving 60 businesses were designed to enhance hiring practices, benefiting both businesses and job seekers.

Businesses can find further information on the DC Workforce Investment Council's website. This program was started in 2023 under the leadership and direction of the Deputy Executive Director focusing on training and hiring opportunities for district residents. The program on September 30, 2023, the program sunset. The program was funded under ARPA in the amount of \$950,000.

Eligible Training Provider List -As a pivotal component of the Workforce Investment and Opportunity Act (WIOA), the Eligible Training Provider list (ETPL) plays a vital role in connecting individuals with valuable workforce training and education opportunities. The ETPL is a curated list of training providers and programs that have undergone rigorous certification to meet specific eligibility and performance criteria, as established by the DC Workforce Investment Council (WIC). This list serves as a guiding compass for individuals seeking training, ensuring that the offerings align with the demands of High Demand Sectors in the District, as well as in the broader region, encompassing Maryland and Virginia. Individual Training Accounts are issued by DOES but providers are supported by the WIC for performance.

In March 2023, we undertook a substantial update to the ETPL policy to contain performance data that matches the WIOA agreed-upon metrics; included reciprocity information to provide capacity for expanding the ETPL with providers outside of the District; moved data collection from an annual basis to a quarterly basis to allow for more accurate data collection and the ability to get more point-in-time information on our providers; included a participant SSN requirement to meet the DOL employment data collection requirement; required that Providers on the list remain in good standing with HCA requirements.

As of the present, the Workforce Investment Council's list includes a total of 23 training providers offering 96 training programs that directly align with the High Demand Sectors in the District. Among these, three vendors have a Human Care Agreement with the Department of Employment Services, allowing district residents to receive Individual Training Account Scholarships to attend training.

The DC WIC is actively working with DOES to increase the number of quality training vendors in the District. In the past month, we've organized two roundtable discussions with DOES and OSSE to ensure that training vendors are rigorously reviewed and vetted based on program outcomes set by the Department of Labor and the District. This is an activity that does not require direct funding from the DC WIC, however the position is funded under WIOA.

Training Quality Standards -DC WIC enhance the quality of training programs. Pilot training quality standards have been initiated to ensure that we prioritize not just the quantity of training offerings but the quality that leads to gainful employment upon certification. The DC Workforce Investment Council (DCWIC) developed 9 training quality standards (4 quantitative standards, and 5 qualitative standards) for training providers. These more holistic training quality standards provide the workforce system a framework from which the business community can obtain quality talent and job seekers

are prepared to meet the needs of the business community. These standards also allow for the creation of technical assistance and a plan for continuous improvements for training providers. The standards help to inform the types of investments that workforce partner agencies will need in the future to ensure the alignment of the business community and district job seekers. We are currently piloting the standards and will continue to finalize the analysis to present to leadership for full implementation. This is an activity that does not require direct funding from the DC WIC, however the position is funded under WIOA.

Technical Assistance -The DC WIC entered into individual discussions with current and prospective ETPL providers, the Department of Employment Services, the Higher Education Licensing Commission, and the Office of Contracting and Procurement. At these meetings, stakeholders were surveyed and asked questions regarding what technical assistance needs and or requirements could be useful for those in the ETPL. From that research and data analysis, the DC WIC developed a comprehensive list of technical assistance to all training providers in the District to provide awareness of the requirements, needs, opportunities, and information available to be successful in providing opportunities to train DC residents as well as remain in good standing with DC WIC, DOES, OCP, and HELC. This is an activity that does not require direct funding from the DC WIC, however the position is funded under WIOA.

33. Please describe any initiatives that the WIC implemented in FY23 to improve the internal operations of the agency or the interaction of the agency with external parties. Please also describe any documented results of these initiatives.

Response:

Initiative	Description
Strengthening Team Culture and Performance	In FY2022 and FY2023 to date, the WIC held several all-staff retreats and trainings, including sessions focused on deepening knowledge and capacity as relates to our role and functions as the District’s WIOA state and local board and those facilitated by DCHR on culture and Diversity, Equity, and Inclusion. In FY2023, the WIC has worked with The Management Center to provide all-staff training on culture and organizational development, and all managers (5) are working with executive coaches from the George Washington University Center for Excellence in Public Leadership.
Development and Continuous Improvement of Standard Operating Procedures	As the WIC continues to grow in terms of staff and responsibility, the need to develop, update, and codify standard operating procedures for the agency’s operations also

	<p>continues. These Standard Operating Procedures include budget, procurement, human resources, program management, and convenings. This is being done to increase uniformity in tasks; support better project management; to set clear expectations for roles and responsibilities; and to strengthen the organization’s ability to operate through potential transitions in the future.</p>
<p>Increased Collaboration with Agencies</p>	<p>The WIC continues to build capacity to serve as a partner with other agencies tackling workforce-related issues, including violence reduction, environmental sustainability, economic development and upward mobility, and transportation. The goal is to understand the various initiatives throughout the district to connect partners and ensure alignment with core workforce development priorities.</p>
<p>Participation with National and Regional Organizations</p>	<p>As part of the WIC’s work in presenting continuous improvement strategies for the district’s workforce system as well as ensuring that the district remains informed of national and local efforts in improving and creating cutting-edge solutions to workforce challenges, members of the WIC presented, attended, and participated in external workforce events including:</p> <ul style="list-style-type: none"> • National Association of Workforce Boards, • National Association of Workforce Professionals Annual Conference • EMSI/Lightcast Conference focused on Labor Market and Performance Data Collection and Reporting • Hire Local DC Coalition
<p>Technical Assistance for Training Providers</p>	<p>Under the division of training and skills development, the WIC prioritizes technical assistance and capacity building for training providers as a strategic initiative to elevate the overall quality and effectiveness of workforce development programs in the district. By offering targeted support, the WIC aims to enhance the capabilities of training providers, ensuring they are equipped to meet the dynamic demands of the job market. This assistance empowers training providers to</p>

	<p>adapt to evolving industry trends, incorporate innovative teaching methodologies, and maintain compliance with regulatory standards, ultimately fostering a more robust and responsive training ecosystem.</p> <p>Through this commitment, the WIC facilitates the alignment of training programs with industry needs, enabling providers to deliver high-quality skills development opportunities. The emphasis on equity and inclusion ensures that these programs are accessible to individuals from diverse backgrounds, contributing to a more inclusive workforce.</p>
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34. Please provide information on the WIC’s internal accountability policies.

Response: The WIC's internal accountability policies mandate that all WIC staff adhere to the policies set forth by the District of Columbia Department of Human Resources Department of Labor, and Standard Operating Procedures issued by the WIC. This ensures a uniform and consistent approach to accountability within the organization.

II. Workforce Development System Coordination and Oversight

35. Please discuss the WIC’s goals for DC residents, and how those relate to:

- a. Efforts to employ DC residents;
- b. The creation of new apprenticeship programs for DC residents;
- c. The number of residents in apprenticeship programs in 2024; and
- d. Whether there are any staffers dedicated to implementing these goals.

Response:

- a. The DC WIC aligns its goals with the principles of the Workforce Innovation and Opportunity Act and the roles and responsibilities outlined in the DC Comeback Plan to advance employment opportunities for DC residents. A central focus involves crafting sector strategies that identify and align training opportunities with the current demands of the job market.

Through the efforts of Business Engagement, the WIC actively bridges opportunity gaps between employers and job seekers, facilitating connections that lead to meaningful employment opportunities. An example of such efforts is the hiring event hosted in Fall 2023, where over 300 youth attended. Recognizing the challenges youth face in competing with older, more seasoned jobseekers, the WIC, in its role of overseeing the WIOA Youth Working Group, organized this event. Career Coach DC

coaches were also present to assist with resume writing and schedule additional coaching support.

A key priority for the WIC is understanding the evolving needs of employers through ongoing assessments, enabling the workforce system to tailor training programs to meet these dynamic demands. Program oversight is integral to the WIC's strategy, ensuring that training initiatives not only support the development of relevant skill sets but also uphold principles of equity and inclusion.

With funding support from ARPA-related programs, the WIC was able to use innovation through programs like Skills DC, prioritizing skills-based hiring over traditional background or education criteria, fostering a more inclusive and diverse workforce. Lastly, the WIC places a strong emphasis on business engagement, actively collaborating with businesses to understand their locations and employment needs. This proactive approach enables strategic support and coordination of hiring events throughout the city, creating a more responsive and collaborative workforce development ecosystem.

- b.** The DC WIC actively encourages employers to assess the qualifications required to become a qualified apprenticeship sponsor. Leveraging its role as conveners and informers within the system, the WIC reviews all policies and offers guidance and support to DOES policies and procedures as they relate to apprenticeship programs. Collaborative efforts regarding earn-and-learn models help to foster continuous improvement and assist with the development of apprenticeship programs to better align with the evolving needs of the workforce and industry standards. All apprenticeship programs are managed by the Department of Employment Services and promoted by the DC WIC. This collaborative approach ensures effective coordination between program management and promotion, ultimately contributing to the success and alignment of apprenticeship initiatives with the workforce's evolving needs. DC Workforce Investment Council ensures that all newly sponsored apprenticeship programs, approved by the Department of Employment Services, Office of Apprenticeship, are promptly added to the Eligible Training Provider list. This inclusion is crucial to providing program participants with a clear career pathway or trajectory based on their occupational training.
- c.** The DC WIC does not track the number of individuals enrolled in apprenticeship programs or the number of individuals retained in employment or wage records. All such data is systematically tracked and managed by the Department of Employment Services (DOES) Office of Apprenticeship. For accurate and up-to-date information regarding the number of residents in apprenticeship programs in 2024.
- d.** DC WIC team consists of eight individuals, including the Executive Director. While the specific task of adding apprenticeship sponsors and outreach to businesses is located within the Business Engagement role, all team members contribute to supporting the overall operations. The collaborative efforts of the entire team

contribute to the implementation of the WIC's goals, ensuring a comprehensive and coordinated approach to workforce development initiatives in the district.

36. Please give a narrative explanation of the WIC’s role as oversight of and coordination with entities and programs outside of the agency. Additionally, please provide a list of all the programs/expenditures that the WIC oversees. For each program/expenditure, please include which agency administers the program, how much funding the program/expenditure receives, and how many FTEs are involved.

Response: The WIC has a formal oversight role as delegated to it by the mayor and in line with requirements of the federal Workforce Innovation and Opportunity Act (WIOA). The WIC most directly has oversight over the coordination of services delivered through the American Job Center (AJC) by 8 federally required partners. The funding and administration of the 8 AJC partners are not directly overseen by the WIC, other than the core WIOA funds that are provided to DOES, DDS, and OSSE. Through the development of the Workforce Development Expenditure Guide, the WIC provides greater transparency and understanding of the district’s locally- and federally-funded workforce investments, more broadly—beyond the core WIOA funding—though the WIC does not have direct authority over those programs and expenditures.

Program	Agency	Funding
Career Pathways	OSSE	\$1,000,000.00
WIOA Adult, Dislocated Workers, Youth	DOES	Not Available
First Source	DOES	\$1,200,000.00
One Stop Operator	America Works	\$172,000.00
Healthcare Intermediary Partnership	DC Hospital Association	\$250,000.00

37. Please summarize all the WIC’s activities and initiatives related to the COVID-19 pandemic and labor shortages.

Response:

FY23 Priorities	Response to COVID-19
COVID-19 Recovery Priorities	<p>As part of Mayor Bowser’s COVID-19 economic recovery strategy, the WIC continues to focus on getting residents back to work. This includes driving an inclusive jobs recovery that gets residents into stable careers, responds to the immediate needs of residents, and re-imagines workforce development to cater and align education, training, and access with employer demand. Through this work, we are strengthening and prioritizing pathways into family-sustaining jobs in current and future high-demand occupations for residents hardest hit by the pandemic. Our strategies around an inclusive jobs recovery include but are not limited to - strengthening employer connections; driving a surge in credentialing in high-demand, high-wage industries; and prioritizing employer-driven training.</p> <p>Programs and partnerships that supported recovery efforts include:</p>

Employer Partnership Grants: The WIC allocated grant funding to employers for COVID relief, enhancing training programs in high-demand industries. These grants promoted inclusive hiring practices and quality job creation. The Talent Development Technical Assistance Grant, awarded in February 2023, complemented these efforts by providing support and guidance to local businesses.

Enrolled	Number Completed	Number Certified	Number Employed	Program Status- Ended
153	144	129	52	September 30, 2023

Career Coach DC: Launched in 2022, Career Coach DC provided free career coaching services to over 3,000 residents impacted by the pandemic. Despite its sunset in fall 2023, the initiative offered comprehensive assessment, case management, and navigation support to help residents create personalized career plans and connect to education, training, and employment opportunities.

Enrolled	Number Completed	Number Certified	Number Employed	Program Status
3,204	1,249	N/A	226	September 30, 2023

UDC Partnership: In January 2022, the WIC allocated \$2.125 million to the University of the District of Columbia (UDC) to support no-cost educational opportunities in healthcare and IT. This funding facilitated accessible pathways for residents pursuing credentials or degrees in these vital fields.

Activities Not Reported

Community Training Grants: The WIC awarded nearly \$4 million in grants to educational institutions and training providers, focusing on healthcare and IT sectors. These grants aimed to scale workforce training opportunities, addressing the demand for skilled professionals and promoting economic mobility for DC residents.

Enrolled	Number Completed	Number Certified	Number Employed	Program Status- Ended
909	702	364	215	September 30, 2023

	<p>Talent Development Technical Assistance (TDTA) program, focusing on reshaping hiring practices with a specific emphasis on equity and inclusivity. The TDTA - Skills-Based Hiring program</p> <table border="1" data-bbox="435 415 1414 562"> <thead> <tr> <th data-bbox="435 415 597 485">Enrolled</th> <th data-bbox="597 415 789 485">Cohort Participants</th> <th data-bbox="789 415 971 485">Summit Attendees</th> <th data-bbox="971 415 1203 485">Access Point Enrollments</th> <th data-bbox="1203 415 1414 485">Program Status- Ended</th> </tr> </thead> <tbody> <tr> <td data-bbox="435 485 597 562">248</td> <td data-bbox="597 485 789 562">60</td> <td data-bbox="789 485 971 562">78</td> <td data-bbox="971 485 1203 562">59</td> <td data-bbox="1203 485 1414 562">September 30, 2023</td> </tr> </tbody> </table>	Enrolled	Cohort Participants	Summit Attendees	Access Point Enrollments	Program Status- Ended	248	60	78	59	September 30, 2023
Enrolled	Cohort Participants	Summit Attendees	Access Point Enrollments	Program Status- Ended							
248	60	78	59	September 30, 2023							
Data Modernization	<p>The WIC continues to support the public workforce system’s ability to collect and report on services delivered to DC residents and employers, as we seek to:</p> <ul style="list-style-type: none"> • Identify and better understand the needs of customers; • Inform continuous improvement at the program and system-level; and • Inform strategic investments designed to ensure that the District’s most vulnerable residents achieve workforce-related goals. There are four primary areas that have been identified by the WIOA Steering Committee and WIC as areas for continued focus in FY23 and FY24, including: <ul style="list-style-type: none"> • Data Governance — Establishing a structure and operating practices across public workforce agencies to better support our sharing and reporting practices. • Strengthen Customer Referral System — For the last several years, DC has worked to implement the My Journey DC platform. The WIC and AJC partners will work to increase use of this tool for referring customers for services across agencies and programs. • Improve Customer Access — while DC has rich resources across numerous portals, systems, and websites, the WIC and AJC partners work together to identify ways to better connect and streamline this information for residents and make it easier for them to look across all education, workforce, and employment resources available to them in one place. 										

38. Please describe the Career Coaching initiative and provide a detailed update on its activities during FY23 and FY24 to date. Please include information about outreach, the number of participants, and any documented results. Please also provide a description of, and updates on activity within, the Career Coach DC grant.

Response: Career Coach DC (CCDC) was a WIC-led, mayoral initiative that provides human-centered career coaching services that seek to empower DC residents to develop and advance their professional development and career advancement goals – at no cost. CCDC also supports DC residents to successfully navigate the wealth of employment and educational resources available in the District. CCDC’s goals focus on impact in three areas:

- Assisting residents in both professional advancement and increased self-agency to identify and access resources and supports.
- Skills gained for Career Coaches in using an equity-focused, human-centered approach to serving residents.
- Sustaining the impact of CCDC by sharing resources, highlighting best practices, and providing access to skills development opportunities to the broader workforce development community in the district.

For residents, Career Coach DC supports goal attainment in one or more focus areas:

- Ready to Work – helps residents ensure their job search efforts are effective, and they are prepared for new employment and promotion opportunities.
- Ready to Learn – helps residents identify educational and training opportunities that best fit their needs and support them through registration or enrollment.
- Ready to Discover – helps residents gain clarity and direction in their career planning, job search, and educational pursuits.
- Ready to Engage – helps residents address and overcome barriers and challenges while providing them with the tools and strategies for an effective job search.

CCDC was staffed by a program operations and management team of ten between the Grantee and the WIC and funded 30 coaches deployed throughout the city. Career coaching engagements typically last from 30 to 90 days. Services were available either virtually or in person at 12 locations across all eight wards. Since the launch of coaching services in July of 2022, a total of 3,204 DC residents have been referred to CCDC 1,249 completed their coaching sessions, and 225 people obtained employment.

In FY23, CCDC launched a Community of Practice for agencies and workforce development professionals to learn about modernized coaching practices including human-centered design, receive coaching-focused training, and share best practices and learnings.

In FY24 the WIC will continue to convene the Community of Practice, providing tools, subject matter expertise, and resources in support of serving both DC residents seeking employment and training opportunities as well as meeting the needs of District businesses seeking the most skilled and qualified workforce.

39. Please provide a detailed update on the activities of the Business Engagement team during FY23 and FY24 to date. Please also provide an update on the business engagement working group.

Response: Business Engagement within the DC WIC is charged with connecting businesses with workforce development strategies, with a strong emphasis on sector-specific approaches. The Executive Director and Associate Director are actively engaging businesses, creating a collaborative environment with workforce partners to drive economic growth, workforce advancement, and system alignment.

Aligned with WIOA principles, the DC WIC is dedicated to strengthening sector strategies that cater to the needs of high-demand industries in the District. By identifying key sectors, understanding industry trends, and involving businesses in these sectors, the team has developed targeted and effective workforce development initiatives. The High-demand sectors include Business and Office Administration; Construction; Education; Healthcare; Hospitality; Retail, Tourism, and Entertainment; Information Technology; Security and Law Enforcement; Transportation, Infrastructure, and Utilities.

The primary goal of business engagement is actively involving businesses in the workforce development ecosystem. This includes creating opportunities for businesses to engage with training providers, educational institutions, and other stakeholders. Collaboration between employers and workforce partners ensures that training programs align with industry needs, enhancing the employability of individuals entering or advancing within the workforce. Through industry outreach and the development of sector-specific initiatives, the DC WIC is building a relationship that connects businesses with the workforce development system.

In the realm of sector strategies, the DC WIC spearheaded impactful initiatives during FY23. The Employer Partnership Grant programs have been instrumental, offering businesses opportunities to upskill their workforce and address critical issues such as skill gaps and unemployment. These programs excelled in upskilling incumbent workers, resulting in increased employment, reduced unemployment rates, and expanded opportunities for residents. In FY 22-23, a total of 168 residents secured employment through these initiatives, with an average wage of \$28.12 per hour.

Another transformative effort was the Talent Development Technical Assistance (TDTA) program, focusing on reshaping hiring practices with a specific emphasis on equity and inclusivity. The TDTA - Skills-Based Hiring program, organized in collaboration with the Markle Foundation and District Bridges, represented a shift in the employment landscape. By partnering with local businesses and community-based organizations, the DC WIC continues to support skills-based hiring.

The Healthcare Intermediary Partnership Program, led by the DC Hospital Association, played a crucial role in connecting businesses, training providers, and job seekers in the healthcare sector. By fostering collaborations, this partnership addressed labor market gaps and contributed to the long-term economic growth of the healthcare sector.

The Workforce Investment Council also updated career pathway maps to reflect data informing new High Demand Sectors. These maps, now expanded from 13 to 18, provide valuable information about credentials, labor market value, and wages, currently being vetted by the business community to enhance their content.

ARPA funding allowed the DC WIC to focus on workforce training. The Workforce Investment Council awarded 15 grantees in FY22 and FY23, offering no-cost workforce development training to DC residents. Focusing on IT and healthcare training, these programs have empowered over 909 individuals, with 702 completing the program, 364 achieving certification, and 215 securing employment opportunities in Healthcare, Construction, Hospitality, and Information Technology. Providing training grant opportunities also provided the DC WIC with an opportunity to monitor training vendors firsthand to provide capacity-building and technical assistance in order to validate the quality of the training programs.

The Eligible Training Provider List (ETPL), a crucial part of WIOA, has been actively managed to connect individuals with valuable training opportunities. A substantial update in March 2023 aligned the ETPL policy with WIOA metrics, included reciprocity information, and moved to quarterly data collection. Currently, the list includes 23 training providers offering 96 programs aligned with High Demand Sectors. The DC WIC actively collaborates with DOES to increase the number of quality training vendors, ensuring rigorous reviews based on Department of Labor standards. Through these initiatives, the DC WIC is working towards creating a dynamic and responsive workforce development system that meets the evolving needs of businesses and the labor market.

Currently, the DC WIC has one training program in operation for the Fiscal year 2024 through the Healthcare Partnership Program which focuses on Apprenticeship in Health care that will serve in upskilling 30 healthcare professionals. The DC WIC will continue to focus on training and skills development to align with the business district and business outreach to support the work of the partners in the WIOA Working group.

The Business Engagement Working Group serves as a collaborative platform, bringing together various district partners, each with a focus on different facets of workforce development. The working group meets quarterly, leveraging their collective expertise to plan and provide insight on how to improve business outreach efforts. The primary goal is to establish a business-led system, fostering a seamless and responsive approach to meet the diverse needs of businesses within the District.

Comprising partners with divisions dedicated to workforce development, the working group ensures comprehensive coverage of key areas essential for effective engagement. By pooling their knowledge and resources, the group aims to streamline outreach strategies, ensuring businesses are well-informed about available services and opportunities.

One of the key initiatives of the Business Engagement Working Group is to create a unified and accessible point of contact for businesses. This strategic move simplifies the process for businesses seeking services, providing them with a singular entry point to access the array of resources and support available. The working group's quarterly meetings serve as a forum to assess the effectiveness of these strategies, identify areas for improvement (redundancy), and collectively work towards a more business-friendly and responsive workforce development system in the District.

40. Please describe the WIC's participation in the Department of Human Services Career MAP initiative.

Response: The DC Workforce Investment Council (WIC) actively supports the Department of Human Services (DHS) MAP Initiative by fostering collaboration and implementing strategies to reduce barriers and enhance equity as part of the Comeback plan. Currently, the DC WIC leverages its expertise to provide valuable insights and support in aligning workforce development initiatives with the goals of the MAP Initiative. The WIC actively engages in partnership-building with DHS, developing targeted training programs, promoting inclusive hiring practices, and advocating for policies that prioritize equity. Furthermore, the DC WIC is actively involved in supporting the DC Comeback Plan by assisting with sector strategies and career pathways to prepare district residents for good jobs within the district. As part of addressing upward mobility, the plan involves helping increase the Black household income by \$25,000, contributing to the creation of a more inclusive and supportive environment that facilitates holistic development and empowers individuals to overcome challenges for sustained success.

The WIC is actively working to establish access points that ensure residents are able to participate in work readiness activities. These efforts aim to create convenient and readily available avenues for individuals to engage in various work readiness initiatives. By strategically establishing access points, the WIC seeks to remove barriers and enhance accessibility to essential programs and services that contribute to workforce development. This initiative aligns with the broader goal of fostering a more inclusive and accessible environment for individuals seeking to enhance their work readiness skills, ultimately promoting economic empowerment and opportunities within the community.

41. Please list and describe any WIC activities or initiatives that partner with the Office of the State Superintendent of Education or DC Public Schools/DC Public Charter Schools. Please also describe the WIC's efforts to align, strengthen, and reduce duplication of youth workforce investment activities provided by DOES, OSSE, and DCPS.

Response: The WIC provides funding for OSSE's Adult Education and Family Literacy Act (AFE) programming which served approximately 1,221 participants in FY23 and grantees continue to serve residents in FY23. Additionally, OSSE awards Gateway to Careers funding to eligible providers to offer integrated adult education and literacy and

workforce preparation services aligned to the WIC's high-demand industries to DC residents with literacy or numeracy skills at or below the 5th-grade level.

The WIC convened partners across the District for the WIOA Youth Working Group and participated in other working groups and boards related to K-12 and workforce development alignment, including Talent Ready (a DCPS-led initiative), Youth Talent Pipeline (led by CityWorks DC), and the DC Career Advising Network.

The WIC has aggregated information about programs and events, sharing with partners, and facilitating opportunities to strengthen collaboration among partners.

Challenges aligning efforts include different eligibility and programming requirements, and different timelines for implementation or contexts for programming—much of this is informed by the local or federal funding requirements.

42. At the last performance oversight hearing, your agency stated the intent to launch a community of practice to provide an opportunity for other agencies and workforce development professionals to learn about the model, receive coaching-focused training and share best practices and learnings. Please provide follow-up information on this community, including any successes or issues faced during the launch. Please also provide any information on the plans for its continued development.

Response: The Community of Practice provided training to professionals in the workforce industry. This was delivered through monthly hour-long sessions, a monthly newsletter, and a 2-day boot camp. To supplement the sessions online content was also available for participants. CoP took place in March, June, July and September. Topics covered included:

- Self-Care Best Practices for Workforce Development Professionals Bootcamp that included:
 1. Human-centered coaching
 2. Racial Equity
 3. Benefits Cliff

The WIC intends to continue this model in 2024, bringing workforce development practitioners together to create an aligned approach to helping residents succeed in reaching their employment goals through ongoing training and education and best practices and principles in service delivery.

III. Workforce Innovation and Opportunity Act (“WIOA”)

WIOA State Plan

43. Please provide a copy of the FY23 WIOA Annual Implementation Report.

Response: Please see attachment Q43. WIOA Working Group Year-End Report.

44. Please provide a detailed update on the process of developing the District’s next 4-year WIOA State Plan which is set to begin in March 2024. Please include anticipated timelines for implementation along with this response.

Response:

The DC Unified WIOA State Plan is due in March of 2024. U.S. DOL issued specific guidance for the submission of the next state plan prior to the submission deadline (see TEGl 04-23 <https://www.dol.gov/agencies/eta/advisories/tegl-04-23>).

Planning begins with convening core and system partners and developing the plan outline. U.S. DOL encourages inclusion of the state labor market information (LMI) and evaluation offices (or their equivalent) during plan development and modification to obtain assistance with labor market data, evidence, and analysis. The State Plan must be developed with the assistance of the State Board, as required by Section 101(d) of WIOA, and in coordination with administrators that have optimal policymaking authority for the core programs and required one-stop partner programs. States must provide the opportunity for public comment and input which allows interested stakeholders to participate actively, effectively, and transparently in the development of the plan and the modification, including via accessible means for individuals with disabilities. The Governor, in this case, the Mayor, must ensure that the State Plan is developed with an opportunity for public comment from representatives of:

- Local Workforce Development Boards and chief elected officials
- Businesses
- Labor organizations
- CBOs
- Adult education providers
- Institutions of higher education
- The public and other stakeholders with an interest in the services provided by the six core programs.

The State Board also must make information regarding the development of the State Plan and planning process available to the public through electronic and accessible means and by holding regularly occurring open meetings in accordance with state law before the submission of the State Plan. As the District is a single state entity, the WIC serves as both the State and Local Workforce Development Board. By DC law, the process also requires a 10-day passive approval by the DC Council.

DC WIOA Unified State Plan	
Activity	Timeline
AJC Partner Meeting – Prepare for State Plan Launch	August 9 th – 18 th
Memo to Mayor regarding intention to submit Combined State Plan	September 18 th
Mayor's approval of the vision statement and goals	September 18 th
Email to Agency Directors	August 9 th – 18 th
AJC Partner Meeting – State Plan Briefing	August 25 th
Request labor market information	The memo goes to DOES on September 1 st
Board Meeting – Briefing on the timeline	Ongoing
Schedule stakeholder meeting: Persons with disabilities Language access	August 13 th – 31 st
Public Stakeholder Meeting	March 14 th in collaboration with OSSE Perkins Plan public comment event
Economic Analysis written	February
Individual agency writing	Waiting for DHS, UDC
Final Draft Review with Board	March Board Meeting
Post Draft Plan on Website for public review	March 1 st
Upload Submission	April 9 th , 10 th

45. Please provide an update on the WIC's five implementation working groups aligned with the WIOA state plan.

Response:

Working Group	Goals	Plan
System Integration	Enhance System Alignment: District workforce development, education, and social services providers will collaborate to deliver coordinated and effective services.	<ul style="list-style-type: none"> • Increase awareness of the services and programs available to residents through the American Job Centers. • Ensure that residents are connected to the services they need to support their career and education goals. • Identify opportunities to braid program funding and co-enroll residents in programs that maximize their career and education goals. • Connect the Workforce Development community to solve challenges residents face in seeking services that remove barriers to employment and education.

<p>Training and Skills Development</p>	<p>Improve Community Access to Workforce and Education Services: All District residents—including people with disabilities, individuals with multiple barriers to employment, and those who are underemployed—will have improved access to jobs, education, training, career information, and support services necessary to advance in their career pathway.</p>	<ul style="list-style-type: none"> • Standardized the District’s definition of quality training metrics to ensure proper alignment with the business community. • Refine sector strategies and career pathways to support high growth and emerging industries to identify and address skills gaps. • Build the capacity of the vendors through technical assistance to align culturally and operationally by implementing transformative relationships with employers and improving the training landscape.
<p>Business Services</p>	<p>Expand the Talent Pool for Businesses: The District’s business community, particularly those in critical sectors, will be able to access a broader pool of District talent with the skills necessary to meet businesses’ needs, and workers will be able to advance in a career pathway at businesses that hire them.</p>	<ul style="list-style-type: none"> • Define a business vs. an employer within the district. • Create meaningful engagement amongst District partners and businesses. • Create a strong and healthy business engagement model in the District to service businesses in the DMV for increased upward mobility for job seekers. • Build the capacity of the business engagement teams that align throughout the district, with a regional focus to model the one-door access approach.
<p>Data and Performance</p>	<p>Increase Performance and Accountability: The DCWIC will establish, measure, and regularly report progress in meeting realistic quantitative and qualitative performance goals for the District’s workforce and education system.</p>	<ul style="list-style-type: none"> • Improved system customer performance analysis and reporting by developing common performance measures and creating a common data dictionary. • Create common data that tells the story about the district’s demand and supply.
<p>Youth</p>	<p>Improve Youth Services: Youth will have increased access to a coordinated education and workforce system that provides the services and support needed to prepare them for postsecondary educational success,</p>	<ul style="list-style-type: none"> • Develop an inventory of events and activities for youth and share it publicly with the group and on the WIC's website. • Identify a training curriculum that includes employability skills to better prepare youth for the workplace.

	employment, and long-term career advancement.	<ul style="list-style-type: none"> • Include the benefits of businesses hiring youth in business-facing forums and presentations. • Build solicitation requirements that include foundational employability skills training as part of job readiness. • Organize or support an all-youth hiring event.
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46. At the last performance oversight hearing, WIOA Steering Committee and WIC identified four areas for continued focus including: data governance, identifying a data and reporting analytics tool, strengthening customer referral system, and improving customer access. Please provide information on the progress of each of these areas at achieving the goals expressed last year.

Data Modernization Areas of Focus	Outcomes to Date
Data governance	The WIC, working with PAIRIN has developed a data sharing agreement (still in review) to ensure compliance with PII, track who is using platforms that houses data, and identify common measures in workforce performance.
Data reporting and analysis	The WIC has been in discussions with agency partners on integrating key performance data into a common platform (My Journey DC) to simplify the data collection and reporting process at the individual record level.
Customer referral system	In 2023, My Journey DC processed 6,135 referrals
Improving customer access	Since the establishment of the Participant Portal portion of My Journey DC in 2023, over 1,000 residents have accessed the platform for career-related support and services.

Youth Services

47. Please list three eligible providers of youth workforce investment activities.

Response: A full list of the youth providers are highlighted in Question 48.

48. Please attach a copy of the WIC’s policy for the procurement of WIOA Youth Service Providers. Please also list any Youth Services for which DOES establish a procurement to select a provider in FY23 and FY24 to date and note whether the WIC concurred with the selection.

Response: Please see the attachment for Q48. for a copy of the WIOA Youth Service Providers.

WIC-approved DOES Youth Services include:

- Opportunities Industrialized Center of DC
- Urban Ed
- Constituent Services Worldwide Public Benefits Corporation
- To Inspire Strong African Children Fund, Inc. TIS
- Bay Atlantic University
- Career Technical Institute
- Captivate Perspective
- Dramatic Solutions Inc.

49. Please describe the activities of the WIOA Youth Working Group in FY23 and FY24 to-date.

Response:

- Develop an inventory of events and activities for youth and share it publicly with the group and on the WIC's website.
- Work with training providers to ensure that training curriculum includes employability skills to better prepare youth for the workplace.
- Include the benefits of businesses hiring youth in business-facing forums and presentations.
- Build solicitation requirements that include foundational employability skills training as part of job readiness.
- Organize or support ongoing all-youth hiring event.

50. At the last performance oversight hearing, your agency stated your intent to work with K-12 partners to build out the District's ability to report on early career outcomes for youth. Please provide information on the success of this goal.

Response: The newly established Education through Employment Data System out of the Deputy Mayor for Education's office is a collaborative, multi-organization system that connects policymakers, community stakeholders, employers, and researchers with actionable, trusted data and insights on education, economic, and life outcomes. The System provides information and tools, through its analytical activities as well as by facilitating access to approved partners and researchers, build an understanding of how education and workforce programming impact economic mobility to guide decision making. The WIC are members of the Data Governance and Research subcommittees that are in the process of establishing their charters and goals moving forward.

Performance Management and Oversight

51. For each WIOA title and program, please provide the following information for each quarter of FY23 and for Q1 of FY24:

- a. The number of participants served;
- b. The employment rate 2nd quarter after exit;
- c. The employment rate 4th quarter after exit;
- d. The median earnings 2nd quarter after exit;
- e. The credential attainment rate; and
- f. Measurable skills gain.

Response: See attachment Q51. Performance Outcome Data (*The WIC is still awaiting additional submissions*)

52. Please list and attach copies of any WIOA implementation policies or guidance that the WIC developed in FY23 and FY24 to-date.

Response: See attachments for Q52. Youth Procurement and ETPL policies.

53. Please list all reports that the WIC receives as part of its oversight over Title I programs and the One-Stop delivery system. For each report, please include:

- a. The name / subject of the report;
- b. How frequently the WIC is required to receive the report (i.e. quarterly, annually, etc.);
- c. The date of the most recent report; and
- d. If applicable, the third party to which the WIC has delegated its oversight function.

Response: The WIC receives:

- Combined AJC Partner Performance Report

This report is produced by the One Stop Operator and reflects data provided by AJC partners. The report is produced quarterly; the last report was for the period of October 2023-December 2023. The WIC delegates the development of this report but maintains oversight of service delivery by partners.

- My Journey DC Referral Report

This report is produced by the One Stop Operator and reflects data from the My Journey portal t, of all individuals referred to and from AJC partner agencies and community-based organizations. The report is produced weekly; the last report was for the period of January 1 – 31, 2023. The WIC delegates delivery of this report and manages the One Stop Operator to provide support and guidance to AJC partners for ensuring referred individuals are received by partner agencies.

American Job Centers (AJCs) and the One-Stop System

54. Please attach a copy of the One-Stop Operator 2022-2023 Annual Performance Report.

Response: Please see attachment Q54. One Stop Operator Annual Report.

55. Have there been any changes to the One-Stop Operator Standard Operating Procedures in FY23 or FY24 to date? If so, please attach a copy.

Response: The WIC reduced the One Stop Operator contract, including the total amount awarded and roles in responsibilities, and brought training and development, marketing, and the annual Workforce Summit in-house where there is consistent subject matter expertise to support the goals.

One-Stop Operator duties and responsibilities moving forward in 2024 include the following:

- General Coordination of AJC partner activities within the one-stop system in the District. This includes a) Leading and conducting weekly AJC partner meetings; b) Leading and conducting, in collaboration with the WIC quarterly one-on-one meetings; c) Providing ongoing marketing efforts that highlight AJC services in the community; d) Supporting the WIC's efforts in providing front-line staff training.
- Review intake and referral processes to ensure customers are retrieved in the referral system and navigated to the appropriate services. Provide the WIC and AJC Partners with a quarterly referral report that includes recommended improvements.
- Collect, analyze, and report quarterly customer performance metrics from AJC partners to be delivered and discussed with WIC leadership.

56. Please attach a copy of the most recent One-Stop Operator Report on New Services, Service Organizations, and Development of Functional Clusters.

Response: Due to contract modifications, these activities are no longer a function of their contract.

57. Please attach a copy of the AJC Partner Meeting Monthly Agendas for FY23 and FY24 to-date.

Response: Please see attachment Q57.

58. Please provide a detailed update on the Data Vault implementation and enhancement (not including training—see next question). Please include information about:

- a. The WIC's goals for Data Vault enhancement, and progress made on these goals in FY23 and FY24 to-date;

Response: The WIC established three main objectives for My Journey DC enhancement:

1) a. In the fall of 2023, My Journey DC participant portal included two additional features:

- Linking to Career Coach, an EMSI/Lightcast platform that offers resume building, labor market information, posting resumes on Indeed.com
- Navigation tool that helps customers establish their employment or career goals with links to resources and services that assist in achieving their goals

b. Increased the number of resources in the Community Catalog (where information about programs and services are searchable followed and referral requests take place to access the desired service).

2) a. One Stop Operator provides weekly internal referral reports for agency partners to ensure all residents receive timely responses.

b. One-Stop Operator and WIC analyze referral data to determine trends, identify additional service needs, and inform continuous improvement opportunities. This analysis is shared with agency partners on a monthly basis.

c. Career Coach DC coaches continued to use the platform for case management and customer tracking and reporting.

3) Improve the quality of efficiency by improving data sharing and systems integration amongst DC agencies and partners including reducing redundant data entry for workforce professionals in the District.

Response:

a. Through weekly referral reports provided by the One Stop Operator, partner agencies are informed of referral activities to ensure responses to referrals are timely.

b. Participating staff are able to upload and maintain eligibility documents, reducing redundancy in document submission to show eligibility or other requirements.

c. Engage three District agencies in a data integration process, including OSSE, UDC and DHS. This effort was delayed as priorities were redirected to support Career Coach DC case management platform user and reporting support. In 2024, the WIC will re-engage with these three agencies to re-establish a commitment to participate in integrating customer performance data (specifically sharing common measures and demographic data). Completing the Data Sharing agreement is critical to moving forward with integration efforts.

b. Changes made to the process for intake, user agreements, referrals, systems integration, customer tracking, and oversight (as well as other significant process changes) in FY23 and FY24 to-date;

Response: The WIC established a user application process for onboarding new users of the My Journey platform in order to track user traffic, activities, and outcomes. We work with users to ensure ongoing updates and modifications in the Community Catalog to ensure information is refreshed regularly (some functionalities are coded into the system to ensure that activities that have expiration dates and deadlines are removed)

The WIC worked with PAIRIN General Counsel to create a data sharing agreement for the following purposes:

- Data integration project (integrate agency partner customer performance data at the individual customer record). This would allow the WIC to access performance data without the need to request the data through individual agency channels. Currently, the WIC only receives aggregate data which diminishes the accuracy of performance outcome analysis, monitoring, oversight and continuous improvement strategies.
- Utilization of the case management functionality. This features allows smaller agencies and CBOs that are using less sophisticated methods of tracking customer activities and outcomes (I.e. excel spreadsheets, simple tables). These methods make it difficult for these organizations to create dashboards and track milestones without significant staff time. The Service Tracker feature of My Journey DC will also allow the WIC to track performance outcomes, demographic information, common workforce measures, and successful outcomes across the workforce system.
- Representatives in the Community Catalog. These representatives offer services, programs, etc. That assists jobseekers achieve their career goals. Access to services offered in the Community Catalog include sharing customer information (for instance for eligibility requirements) and therefore the Data Sharing Agreement holds agencies accountable for complying with confidentiality rules and requirements.
- Submitters of Expenditure Guide data. We will implement data sharing agreements between the WIC and the submitting agency in 2024.

The Agreement is under review through the appropriate channels including OCTO. We expect implementation in early summer.

- One Stop Operator reports on referral activities during AJC partner weekly meetings. The report reviews number of referrals, trends in services requested, number of customers still in the referral queue by agency.
- c. Unresolved functionality issues; and

Response:

We are working with DCHA and UDC WDLL to establish a co-case management structure for Enlightenment Center customers receiving training through UDC.

Double entry of intake-related customer information continues to be a barrier for a large number of front-line workers across our agency partners. We continue to research technical solutions to eliminate this issue.

d. Documented results such as usage and referral rates.

Response:

- In 2023 over 1,000 residents had active accounts in My Journey DC
- There are over 50,000 resident records currently housed in My Journey DC
- Over 6,000 referrals were made in My Journey DC in 2023

59. Please provide a detailed update on DC Data Vault training sessions. Please describe how the training sessions are organized and marketed, and include the following information:

a. How many training sessions have been offered in FY23 and FY24 to-date;

Response: The WIC averaged 3-4 trainings per quarter. Trainings included briefings with CBOs interested in understanding the functionalities offered.

b. Whether the training sessions have been virtual, in-person, or hybrid;

Response: The WIC offered a hybrid of virtual and in-person trainings on My Journey DC

c. Which agencies have participated in the training sessions; and

Response: DCHA, DHS, DDS, DOES, UDC, Potomac Job Corps, NCBA, DCPL, DME, OSSE, CBO partners

d. How many employees have participated in the training sessions.

Response: Over 100 workforce professionals have had access to training and instruction on the use of My Journey DC.

Eligible Training Providers (ETPs)

60. Please provide a copy of the most recent Eligible Training Providers Performance Report submitted by DOES to the U.S. Department of Labor (or the raw data, if applicable).

Response: Attachment Q60 contains a copy of the Program Year 2022 Eligible Training Providers Performance Report submitted by the Department of Employment Services (DOES) to the U.S. Department of Labor.

61. Are any ETPs currently on probation (as of January 2024)? Were any ETPs on probation at any point during FY23 and FY24 to date? Please list them and explain why they are/were on probation, and why they were taken off probation (if applicable).

Response: As of January 2024, there are no Eligible Training Providers (ETPs) currently on probation. Throughout Fiscal Year 2023 and the present Fiscal Year 2024, no ETPs were placed on probation. Training providers on the Eligible Training Provider List (ETPL) are required to submit performance data on a quarterly basis and undergo an annual review for compliance.

62. Please provide an update on the WIC's efforts to include UDC Community College programs, Registered Apprenticeship programs, and reciprocity agreements with nearby jurisdictions in the Eligible Training Providers List (ETPL) policy.

Response:

The DC WIC has been actively working on expanding the Eligible Training Providers List (ETPL) to include various programs. Below is a list of updates regarding the University of the District of Columbia, Apprenticeship Programs, and an update for reciprocity.

UDC Community College – Applied and was approved by the DC WIC Education and Workforce Alignment Committee in June 2023 for ten training programs to be added to the eligible training provider list UDC is currently in anticipation of a solicitation release by the Department of Employment Services and the Office of Contracting and Procurement.

Registered Apprenticeship Programs – In Fiscal Year 2023 and Fiscal Year 2024 to date, the WIC, in collaboration with the Department of Employment Services' Office of Apprenticeship, Information and Training (OAIT), has successfully added a total of three apprenticeships comprising 17 programs to the ETPL.

Reciprocity Agreements with Nearby Jurisdictions – The WIC continues its collaborative efforts with the Office of State Superintendent's Office of Higher Education Licensure Commission and the Department of Employment Services' Office of Workforce and Federal Programs. The goal is to establish a structured process that enables training providers from neighboring jurisdictions to extend their offerings to District residents. This initiative is part of a broader strategy to enhance opportunities for diverse occupational skills training. In addition, the WIC has been actively engaged in reaching out to over 45 training providers, providing technical assistance to 12 of them as they seek to serve District residents in various occupational skills training programs. This outreach demonstrates the council's commitment to fostering collaborations and supporting training providers in aligning their offerings with the needs of the local workforce.

63. Please list all Individual Training Account providers currently on the ETPL and note any ITA providers that were added to the ETPL in FY23 or FY24 to date.

Response:

- Constituent Services Worldwide
- Opportunities Industrialization Center of Washington (OIC)
- Toni Thomas Associates

Fifteen providers are currently a solicitation to be released by the Department of Employment Services and the Office of Contracting and Procurement to qualify for a Human Care Agreement and to begin training District residents.

Per DOL guidance, only training providers with active Human Care Agreements are added to the ETPL.

64. Please describe any efforts made or planned in FY23 and FY24 to improve the performance of Eligible Training Providers. Please also describe any technical assistance that the WIC has provided to Eligible Training Providers in FY23 and FY24 to-date.

Response: The DC Workforce Investment Council (WIC) has formulated targeted technical assistance topics to address operational, managerial, and performance issues within programs. This proactive approach aims to provide specialized training and information, enhance capacity, address concerns, and evaluate program efficiency. In the fiscal year 2023, the WIC conducted a total of 109 individual technical assistance offerings for both current and prospective Eligible Training Providers (ETPs) and grantees. In the ongoing fiscal year 2024, the WIC has already delivered 34 individual technical assistance offerings to current and prospective ETPs and grantees, further demonstrating its commitment to supporting and improving workforce development initiatives.

65. Please attach a copy of the WIC's Eligible Training Provider List (ETPL).

Response: Please see attachment Q65.

66. Please attach a copy of the WIC's WIOA ETPL policy and a copy of the ETP application. Please also provide links to any pages on the DC Works website with information about ETP eligibility criteria.

Response: Please see attachment Q66.

<https://dcworks.dc.gov/service/eligible-training-provider-list-etpl> **Response:**
<https://dcworks.dc.gov/service/eligible-training-provider-list-etpl>

WIOA Funding

67. For each WIOA funding stream, please provide the following information:

Response:

- a. The funding amount for DOES in FY22, FY23, and FY24 (this should be the final amount retained by DOES);
The Department of Employment Services will provide additional information for support.
- b. The funding amount for the WIC in FY22, FY23, and FY24 (this should be the final amount received via MOU or Intra-district transfer)

Response: The WIC received intra-district transfer funds from DOES in the amounts below:

FY22 Intra-District funds to the WIC: \$1,520,740.96

FY23 Intra-District funds to the WIC: \$1,520,740.96

FY24 Intra-District funds to the WIC: \$1,500,000.00

- c. The funding amount for any other District agency in FY22, FY23, and FY24; and
- d. The total funding amount for the District in FY22, FY23, and FY24.
- e. Please also provide the total amount of WIOA funding for the District (across all funding streams) in FY22, FY23, and FY24.

IV. WIC Programs, Contracts, and Grants

Workforce Development System Expenditure Guide

68. The WIC is responsible for implementing the Workforce Development System Transparency Act, which requires the development of an annual Workforce Development System Expenditure Guide.

- a. Please describe any efforts made in FY23 and FY24 to improve the report and facilitate data collection and reporting.

Response: To launch the FY23 Expenditure Guide, the WIC enlisted the support of the Deputy Mayor of Education Office who emailed Directors announcing the Expenditure Guide. The Deputy Mayor of Education relayed the urgency of reporting data accurately and comprehensively, informed agency Directors about the timeline, and recommended that agency Directors assign budget staff to assist with reporting. This approach yielded positive results, as more agency Directors were aware of the Expenditure Guide's process and in some cases were more engaged. Also, the WIC identified nine additional agencies to include in the FY23 Expenditure Guide.

The WIC was also informed by the Deputy Mayor of Education's Office of future analyses that they want to conduct via the Expenditure Guide. To align with these

expectations, the WIC identified additional metrics to include, and informed agencies of these metrics during the final review phase of the Expenditure Guide. These metrics will help the WIC perform more granular analysis of the data and evaluate programs more accurately in the future.

The Expenditure Guide illuminated several challenges with collecting and reporting data across the District's workforce system. Many of those challenges begin with the absence of universal metrics and definitions. Several agencies administer, fund, oversee, or manage workforce development and adult education programs using different measures of success (e.g., resume development, internship placement, course completion, etc.), different timelines (e.g., program year, academic year, fiscal year, etc.), and some programs even track participants differently (e.g., participants may be those who only completed a training, participants may be those who are receiving ongoing services, etc.). These differences impact how programs established their tracking methods and platforms to track their data, and more importantly, impact what they identified as measures to collect. As such, to prepare for the FY24 Expenditure Guide, the WIC will meet with agencies individually and collaborate with agencies to develop individualized strategies for agencies to report the data metrics requested in the Expenditure Guide. Further, for agencies who do not have well-established data infrastructure systems to collect and report data, the WIC will invite agencies to utilize the MyJourneyDC platform.

The WIC will also continue to develop universal metrics that align with various program types: workforce development programs (e.g., occupational training, job readiness, job placement, etc.) and adult education (e.g., basic literacy, etc.). To do so, the WIC will strategically review and revamp the Expenditure Guide data metrics to ensure that agencies can report and to improve data aggregation and analysis.

To improve the layout of the Expenditure Guide spreadsheet, the FY23 Expenditure Guide will be broken down by program type. In preparation for FY24, the WIC will gather feedback from stakeholders to improve its appearance and accessibility.

69. Please provide a narrative account of how the data in the Expenditure Guide is collected, including sources and any verification methods used.

Response: The Expenditure Guide data is collected by using an excel template. The excel template is shared with agencies as a live document for them to input data. Embedded in the spreadsheet is a data dictionary and a table of contents. To check the veracity of the data, the WIC performs multiple reviews of the data. Additionally, the WIC asks some questions (e.g., budget, expenditures, participants, etc.) multiple times throughout the guide to use as a validity check. An example of the spreadsheet is attached.

Please see a link to the Expenditure Guide submitted in 2022 -

<https://dcworks.dc.gov/publication/expenditure-guide>.

Career Pathways

69. Please provide a detailed update on the Career Pathways Innovation Fund in FY23 and FY24 to-date. Please include a description of the program (including, any documented results (such as participation, the number of certifications earned, and the type of certifications earned), and any changes made to the program in FY23 and FY24 to-date.

Response: The Career Pathways Program, is a collaboration between the WIC and OSSE, has been running for seven years, with funding increasing from \$1.1 million to \$1.65 million over the years. The program has shown remarkable progress, particularly in learner outcomes such as student persistence and measurable skill gains. The adoption of the Integrated Education and Training model has gained national recognition, with visits from federal officials to explore replicating the program in other states.

Performance metrics for FY23 showcase the program's effectiveness. Notably, OSSE exceeded its negotiated targets for measurable skill gains, employment rates (second and fourth quarter after exit), and median earnings. However, challenges arose in credential attainment due to the COVID-19 pandemic, which limited in-person activities and affected students' ability to complete certifications. Career Pathways program originally supported 11 sub-grantees however due to program changes one grantee no longer offers services. Over this next year, OSSE will continue to refine credential acceptance criteria and enhance strategies for improving performance, including expanding work-based learning opportunities and increasing postsecondary education options. Please see 71 for additional information and attachment Q70 for additional program support and outcomes.

70. Please list each Career Pathways Innovation Fund sub-grantee, and include:

- a. The specific services provided by the sub-grantee (such as literacy training, or a specific occupation/occupational cluster);
- b. The amount of funding received in FY22, FY23, and FY24; and
- c. The number of District residents served.

Response: The WIC and OSSE have been partnering on this initiative for 7 years. Our first MOU was for 3 years (FY2017, FY2018 & FY2019). The second MOU is for five years (FY2020, FY2021, FY2022, FY2023 & FY2024). Over this time, funding has increased from \$1,100,000 to \$1,650,000. Only in FY24, due to budgetary constraints, was the amount reduced by \$650,000 to \$1,000,000, of which \$550,000 was swapped by the Council from local recurring funding to one-time ARPA funding. Over the course of the grant, we have seen incredible growth in learner outcomes, especially regarding student persistence and students achieving measurable skill gains. OSSE's full adoption of the Integrated Education and Training model has been recognized on a national level and has led to visits from the Assistant Secretary of the Office of Career, Technical, and Adult Education (OCTAE) from the Department of Education to learn about our programming to see how it could be replicated in other states/jurisdictions.

Because there is a lag time associated with the collection of NRS Table 5 data, the data for FY23 represent the employment outcomes and other follow-up indicators for participants who exited OSSE AFE funded programs during the period of January 1, 2021 – December 31, 2021. This period was the second year of the pandemic when much of the city was shut down for the first half of the year and planning for and beginning to engage in economic recovery efforts, including the return to place-based services during the second half of the year. As such, the state's performance on NRS Table 5 in FY23 was impacted by the COVID-19 pandemic, especially the credential attainment outcome.

Employment (2nd quarter after exit) – OSSE AFE's federally negotiated target for this metric during this reporting period was 17 percent. OSSE exceeded this target in FY23. The state's performance was 37.21 percent, exceeding our target by over 20 percentage points.

Employment (4th quarter after exit) – OSSE AFE's federally negotiated target for this metric during this reporting period was 15 percent. OSSE exceeded this target in FY23. The state's performance was 35.97 percent, again, more than 20 percentage points higher than our target.

Median Earnings (2nd quarter after exit) – OSSE AFE's federally negotiated target for this metric during this reporting period was \$6,900. OSSE exceeded this target in FY23. The state's performance was \$8,580, approximately 25 percent higher than our target.

All employment and wage data is collected through follow-up surveys with program exciter's and through a data match with DOES's unemployment insurance (UI) wage data and the State Wage Interchange System (SWIS), where possible. However, matching against the DOES UI wage data and SWIS wage data requires a social security number which we do not require for enrollment in AFE programming and for which only a fraction of our learners voluntarily provide. We know that this leads to an under-representation of our learners' employment and wage data. OSSE AFE is actively working on strategies to improve performance in these areas through: the Career Up DC initiative, which will expand paid work-based learning opportunities to students participating in AFE IE&T programs; dedicated staff in AFE IE&T programs to support education to employment/post-secondary education transitions for students; increasing postsecondary education options for students through the DC Tuition Assistance Grant Program, Mayor's Scholars and DC Futures Programs; and incentives for student achievement of core outcomes.

Credential Attainment (Unduplicated) – OSSE AFE's federally negotiated target for this metric during this reporting period was 46 percent. The state's performance was 29.24 percent, achieving only 64 percent of this target. Because the credential attainment rate is a lagging post-exit measure based on survey responses, the FY23 outcome data for credential attainment rate focuses on students who exited the program from January 1, 2021, through December 31, 2021.

As mentioned above, the pandemic still limited in-person activities during this time which had a direct impact on a student’s ability to take a test or get their practicum hours associated with their certifications. Therefore, the credential attainment rate was significantly impacted by the effects of the pandemic. Furthermore, there has been work around further refining the list of credentials OSSE will accept for this measure, focusing our efforts on more rigorous credentials that have high value from the industry perspective. This process has had a slight impact on this year’s data and will have a more significant impact on next year’s data as well.

Credential Attainment (Current Student Enrollees) – OSSE AFE also tracks certifications earned by students during their enrollment in an IE&T program. However, the outcomes aren’t reportable to the US Department of Education until these students exit the IE&T program for which they are currently enrolled. In FY23, 456 students earned 619 industry-recognized credentials aligned to the WIC’s high demand industries which include business administration & information technology, construction, early childhood education, healthcare, hospitality and law and security. The most earned industry-recognized certifications were Business Administration & IT (244), Construction (199), and Healthcare (106). Additionally, 407 students earned 512 entry-level credentials. The most earned entry-level certifications were: Cardiopulmonary Resuscitation (CPR) - Adult/Pediatric /First Aid/AED/BLS (218) and Occupational Safety and Health Administration (OSHA) 10-Hour Construction Safety and Health (154). Note: these data are tracked in the Literacy Adult and Community Education System (LACES) based on documentation uploaded by programs, not from the credentialing body.

Provider Name	Workforce Activity Name	Industry Sector
Academy of Hope Adult PCS (1)	Healthcare Academy #1: Certified Nursing Assistant (FY21, FY22 & FY23) <i>FY20 Activities: AoH Business Administration and Information Technology Academy, AoH Healthcare Academy 101, AoH Hospitality Academy 101 (phased out in FY21) and AoH Gateway to Career Pathways.</i>	Healthcare
Academy of Hope Adult PCS (2)	Healthcare Academy #2: Phlebotomy (FY21, FY22 & FY23)	Healthcare

Academy of Hope Adult PCS (3)	21st Century Workplace (FY21, FY22 & FY23)	Information Technology; Business Management & Administration;
Academy of Hope Adult PCS (4)	Career Academy 101 (FY21 & FY22) <i>FY21 & FY22 Activities: AoH Career Academy 101 and AoH Career Development Academy (phased out in FY22) were replaced by the Workforce Reading and Math Prep class in FY23.</i>	Information Technology; Business Management & Administration; Healthcare
Academy of Hope Adult PCS (5)	Career Development Academy (FY21 & FY22) <i>FY21 & FY22 Activities: AoH Career Academy 101 and AoH Career Development Academy (phased out in FY22) were replaced by the Workforce Reading and Math Prep class in FY23.</i>	Information Technology; Business Management & Administration; Healthcare
Academy of Hope Adult PCS (6)	Workforce Reading and Math Prep (FY23)	
Briya PCS (1)	Child Development Associate Program (FY21, FY22 & FY23)	Education
Briya PCS (2)	Medical Assistant Program (FY21, FY22 & FY23)	Healthcare
Briya PCS (3)	Helping Professionals Program (FY21, FY22 & FY23)	Education; Healthcare
Catholic Charities of the Archdiocese of Washington, Inc. (1)	CCETC Pre-Apprenticeship Construction IE&T Program (FY21, FY22 & FY23) <i>FY20 Activities: PATCH Works IE&T ABE Training Program (Redesigned/renamed in FY21), PATCH Works IE&T Latinos in Finance Training Program, PATCH Works Pre-Apprenticeship Construction Program, PATCH Works IE&T Hospitality and Guest Services Certification Training Program (Redesigned/renamed in FY21).</i>	Construction
Catholic Charities of the Archdiocese of Washington, Inc. (2)	CCETC Bank Teller IE&T Program (FY21, FY22 & FY23)	Information Technology; Business Management & Administration
Catholic Charities of the Archdiocese of Washington, Inc. (3)	CCETC Job Seekers' Culinary Skills (English Language Learners) IE&T Program (FY21, FY22 & FY23)	Hospitality

Catholic Charities of the Archdiocese of Washington, Inc. (4)	CCETC Gateway to Career Pathways through Adult Basic Education Program (FY21, FY22 & FY23)	Construction; Hospitality
Catholic Charities of the Archdiocese of Washington, Inc. (5)	CCETC Workers and Scholars Bridge Program (FY21, FY22 & FY23)	Information Technology; Business Management & Administration; Construction; Healthcare and Hospitality;
Congress Heights Community Training & Dev. Corp. (1)	Facilities Management Solutions: Building Maintenance (FY21, FY22 & FY23)	Construction; Hospitality
Congress Heights Community Training & Dev. Corp. (2)	Facilities Management Solutions: Physical Security (FY21, FY22 & FY23)	Law & Security
Four Walls Development, Inc. (1)	Careers Unlimited (FY21, FY22 & FY23) <i>FY20: Careers Unlimited; Core Curriculum; Heating, Ventilation & Air Conditioning; Electrical Wiring (phased out in FY22); Stationary Steam Engineering; Technology</i>	Information Technology; Business Management & Administration; Construction; Hospitality;
Four Walls Development, Inc. (2)	Core Curriculum (FY21, FY22 & FY23)	Construction
Four Walls Development, Inc. (3)	Heating, Ventilation & Air Conditioning (HVAC) (FY21, FY22 & FY23)	Construction
Four Walls Development, Inc. (4)	Stationary Steam Engineering (FY21, FY22 & FY23)	Construction
Four Walls Development, Inc. (5)	Technology (FY21, FY22 & FY23)	Information Technology; Business Management & Administration
Latin American Youth Center Career Academy PCS (1)	Information Technology (IT) Pathway (FY21, FY22 & FY23)	Information Technology; Business Management & Administration
Latin American Youth Center Career Academy PCS (2)	Medical Assistant (MA) Pathway (FY21, FY22 & FY23)	Healthcare

<p>Opportunities Industrialization Center of Washington-OIC/DC (1)</p>	<p>OIC-DC A+ Computer Repair Certification Training (FY21, FY22 & FY23)</p> <p><i>FY20: OIC-DC A+ Computer Repair Certification Training; OIC-DC Home Health Aide Certification Training; OIC-DC Customer Service Work Readiness Certification Training (Redesigned/renamed in FY21); Business Office Support Specialist with Microsoft Office Certification</i></p>	<p>Information Technology; Business Management & Administration</p>
<p>Opportunities Industrialization Center of Washington-OIC/DC (2)</p>	<p>OIC-DC Home Health Aide Certification Training (FY21, FY22 & FY23)</p>	<p>Healthcare</p>
<p>Opportunities Industrialization Center of Washington-OIC/DC (3)</p>	<p>OIC-DC Customer Service Hospitality & Retail Sales Certification Training (FY21, FY22 & FY23)</p>	<p>Information Technology; Business Management & Administration</p>
<p>Opportunities Industrialization Center of Washington-OIC/DC (4)</p>	<p>OIC-DC Business Office Support Specialist Certification Training (FY21, FY22 & FY23)</p>	<p>Information Technology; Business Management & Administration</p>
<p>So Others Might Eat (1)</p>	<p>Building Maintenance Service Technician (FY21, FY22 & FY23)</p>	<p>Construction</p>
<p>So Others Might Eat (2)</p>	<p>Heating, Ventilation & Air Conditioning (FY22 & FY23)</p>	<p>Construction</p>
<p>So Others Might Eat (3)</p>	<p>Medical Administrative Assistant (FY21, FY22 & FY23)</p>	<p>Healthcare</p>

So Others Might Eat (4)	Medical Assistant (FY21, FY22 & FY23)	Healthcare
Southeast Welding Center (1)	Pathways to the Future Project - Welding (FY21, FY22 & FY23)	Construction
The Family Place (1)	The Family Place Bridge to Careers in Childcare - Child Development Associate (FY21, FY22 & FY23)	Education
The Family Place (2)	The Family Place Bridge to Careers in Food Service (FY21, FY22 & FY23)	Hospitality
Youth Build PCS (1)	YouthBuild Futures (FY21, FY22 & FY23)	Construction
YWCA National Capital Area (1)	YWCA-NCA CETC Administrative Support Program (FY21, FY22 & FY23) <i>FY20: YWCA-NCA CETC Administrative Support Program; YWCA-NCA CETC Healthcare Program (Phased out in FY21); YWCA-NCA CTEC Hospitality Program;</i>	Information Technology; Business Management & Administration

71. Please explain any changes made to the Career Pathway Maps in FY23 and FY24 to date. Please also provide copies of the Career Pathway Maps, and provide links to any other related online content.

Response: The career pathway maps developed by the Workforce Investment Council were updated to reflect the data informing the new High Demand Sectors. The career pathway maps are tools that help individuals explore available opportunities in the district’s high-demand sectors; they also serve as a tool for professionals in education, workforce development, and human resources, as they support job seekers and employees in choosing among the opportunities that interest them. The career pathway maps include information about credentials, labor market value, and wages relevant to the local context. In the summer of 2023, DC WIC updated its pathway maps, increasing them from 13 Career Pathway Maps to 18 Career Pathways Maps to include the updated eight high-demand sectors. The Career Pathway Maps were vetted by the business community to strengthen their content and ensure that the information reflected real-time hiring needs based on businesses located in the district.

Each map is a visual representation of potential career progression and advancement of occupations within an industry. The pathway chevrons align to a table that provides insight into each of the job titles along the career pathway.

- Job Titles: Hyperlinked to Career Coach DC, which provides labor market data, information about related available training, and current District-specific and regional job openings.
- Wage: Data represents hourly income in the District of Columbia for the 10th to 90th percentile range, as calculated by Lightcast.
- Unique Postings: Data represents the number of unique job postings in the District of Columbia for the previous year as calculated by Lightcast labor market data.
- Job Zones: A Job Zone, defined by the U.S. Department of Labor, Employment and Training Administration, is a group of occupations that are similar in how much education people need to do the work; how much-related experience people need to do the work; and how much on-the-job training people need to do the work.
- Attainability: Identifies how achievable the occupational level is: entry, middle, high, or advanced levels.
- Occupation Job Titles: Titles listed under the occupation provide examples of the titles listed on job postings under the occupation.
- Foundational Skills: Foundational skills are the fundamental, portable skills that are essential to conveying and receiving information that is critical to training and workplace success.
- The maps also include a table with all of the high-demand occupations in the specific pathway map's industry sector.

The Career Pathway Map information is located on the WIC website at:
<https://dcworks.dc.gov/page/career-pathways>

Healthcare Workforce Partnership (HWP)

72. In FY23, the Health Care Workforce Partnership goals were completed successfully by increasing membership, completing the third Annual Health care Occupations Report, conducting a second think tank conversation on job quality, completing a pilot training program through Pathways to Progress, and maintaining focus on the Partnership sustainability plan.

Response: In the role of convener and intermediary of the Workforce Partnership, DCHA Program Services (DCHAPSCI) recruited and onboarded three new partners including two employer partners and a core partner, conducted four partnership meetings with one of them being an in-person meeting that also served as the Think Tank Conversation on Job Quality, and supported action teams that informed the third Annual Health Care Occupations Report as well as an asynchronous action team to validate the competencies of the ten prioritized health care occupations.

The third Annual Health Care Occupations report was published in collaboration with the DC Workforce Investment Council. The report provided insights on Job Quality as a part of our shared priority: Health Care as a Career Destination. The report also provided suggested turn-on objectives that build on the strategic recommendations from the first and second Annual Health Care Occupations.

Regarding job quality, a second think tank conversation was conducted. The focus was on job quality - an important characteristic of the shared priority: Health Care as a Career Destination and an integral part of creating an appropriate Health Care Career Pathway System. The keynote speaker from the Aspen Institute provided great insight on “Centering Job Quality” which will help to build on as the Partnership works on the job quality design for the health care industry.

The Health Care Workforce Partnership Occupational Training (HWPOT) inaugural grant from the DC Workforce Investment Council supported the pilot Pathways to Progress program. The data and insights from this pilot are being used to inform the future iterations of Pathways to Progress, specifically as it shifts to a demand-side talent pipeline program.

73. Please list the Healthcare Training Program grantees for FY23, and include:

- a. The name of the grantee, and any sub-grantees;
Response: Academy of Hope DC, LAYC Career Academy, Captivate Perspective, So Others Might Eat CET
- b. The dollar amount of the grant;
Response: \$257,655.00
- c. The occupational credential(s) that participants can earn.
Response: Home Health Aide, Certified Nursing Assistant and Certified Medical Assistant
- d. The number of enrolled participants.
Response: 59 participants
- e. The number of participants who completed the program.
Response: 33 participants completed their respective program.
- f. The number of participants who received an occupational credential.
Response: 26 participants received an occupational credential.

74. Please describe the plan for issuing Healthcare Training Program grants for FY24, including the anticipated timeline, number of grants, funding amount, targeted occupations, and anticipated number of participants who will be served. Please also discuss any barriers to implementation from previous years, and how the WIC will address these barriers.

Response:

As a grantee, DCHA Program Services' anticipated timeline to launch an apprenticeship program; is March 1, 2024 - September 30, 2024.

Number of grants: The DC WIC will have one grantee to support multiple subgrantees.

Funding Amount: \$300,000

Target Occupations: Pharmacy technician, Certified nursing assistant, Certified Medical Assistant, and other apprentice-eligible occupations.

Anticipated number of participants: 30 participants

Barriers: Shifting the focus to apprenticeships presents a challenge because there are only a limited number of approved healthcare apprenticeship programs in DC. Providers have expressed a need to help recruit DC residents as well as confirmed funding to promote upskilling to current employees. The District's fiscal year and timelines of the programs are not aligned so that is a challenge. In FY 23, we saw issues with the retention of recruited and enrolled students. Many of those who left the training program cited life issues as reasons for leaving. The life issues are challenging because we even saw those barriers with, the adult charter school partners that have built-in wrap-around services. Finally, credentialing testing cancellation and exam fear were significant barriers to achieving credentials, particularly for CNAs.

New Grants and Partnerships

75. Please provide a detailed update on the development of an Information Technology Sector Partnership.

Response: The DC WIC established the Information Technology Advisory Board in the summer of 2022 to address critical labor shortages, specifically focusing on creating sector strategies and increasing the participation of DC residents in the IT field, especially in positions paying over \$75,000 annually. This board, formed with representatives from district agencies and the IT business community, has been instrumental in refining Requests for Applications (RFAs), ensuring effective training programs, and actively contributing to the enhancement of career pathways. Meeting three times a year, the advisory board plays a pivotal role in fostering continuous engagement with participants post-training, contributing to the overall success of the program. As of the current year, the program has enrolled 635 individuals, with 501 completing training and 261 obtaining IT credentials. Efforts to compile comprehensive wage records are ongoing, and the Information Technology report for September 2024 will be produced after interviews and a thorough review of the training curriculum. The establishment of the advisory board underscores its critical role in shaping effective strategies for impactful IT workforce development.

76. Please provide a detailed update on the Employer Partnership Training Grant (including an explanation of where the budget authority for this grant comes from). Please also list each grantee in FY23 and FY24 to-date, and include:

- a. The industry or occupation;
- b. The occupational credential(s) that participants can earn;
- c. The number of participants enrolled;
- d. The number of participants who completed the program;
- e. The number of participants who received a credential; and
- f. Any other documented results (such as the number of participants who received unsubsidized employment after completion).

Response: Employer Partnership Grant programs were formed to allow businesses to upskill their workforce. These programs have been instrumental in addressing the pressing issues surrounding workforce development, skill gaps, and unemployment in the District. One of the key strengths of these programs has been the upskilling of incumbent workers, which in turn has created an upskill/backfill opportunity. This approach not only improves the skills of our existing workforce but also opens doors for new talent to enter the job market. Furthermore, the programs have allowed employers to vet and train potential entry-level employees before making hiring decisions, leading to more informed and efficient recruitment processes. The results of this effort led to 1) increased employment through employer partnership grants, thereby reducing unemployment rates and providing more residents with employment opportunities; 2) participants in employer-driven training programs gained new, high-demand skills, making them more employable; 3) inclusive hiring initiatives promoted diversity and inclusion in the workplace, fostering equity within the district, especially in Wards 7 and 8; 4) provided long-term career pathways, leading to upward mobility and a skilled talent pool, increasing business productivity and efficiency; 5) As of September 29, 2023 a total of 168 residents secured employment through our employer-driven training initiatives, with an average wage of \$28.12 an hour. This was an ARPA-funded activity that started in January 2022 and ended on September 29, 2023

**Employer Partnership Training Grant – Program Industries (FY 23)
Training in Progress 10/22-9/30/2023**

Industry	Awarded	Targeted Number	Enrolled	Completed	Credential(s) that participants can earn	Certified	Hired	Hourly Wage
Construction New: 40 Incumbent: 23	\$668,633	63	57	54	Basic Skills 1, CPR, OSHA 10, OSHA 30, Asbestos Abatement Supervisor, Asbestos Building Inspector, Lead Worker, Asbestos Abatement Refresher, Lead Paint Supervisor, Lead Paint Risk Assessor	38	20	\$25.73 Average
Business Administration & IT; Finance (Insurance) New:50	\$670,421	50	47	36	OWL-4 Soft Skills, DC Property & Casualty Insurance Licensure, IPC-A-610, IPC-J-STD-001, Google IT Support Professional,	36	5	\$20.00 Average
Other: Early Childhood Education New: 25 Incumbent: 15 Training In-Progress*	\$467,374	40	40	39	Child Development Associate Credential, ASQ Leadership Training	31	27	\$23.10 Average
Total	\$1,806,428	153	144	129		105	52	\$22.94 Average

77. Please also provide a detailed update about the status of the following grants (including an explanation of where the budget authority for each grant comes from):

Response: Talent Development Technical Assistance Grant (Please also provide information on the success of this grant at the previously stated goal of expanding engagement with employers.)

The TDTA grant was a timely initiative as it is a critical piece to developing a more integrated ecosystem. In 2022, the Mayor’s Office of Planning and Economic

Development released its 2022-2027 Economic Strategy, called the DC Comeback Plan. The strategy outlines six primary goals that the city would work to achieve by 2028. Two of the goals directly relate to the work that the TDTA grant sought to accomplish. Those goals include:

- Creating 35,000 new jobs in high-growth target sectors, and
- Increase economic prosperity in DC by lifting the median household income of Black residents by \$25,000.

For the city to achieve the ambitious goals of adding 35,000 new jobs to the market and increasing economic prosperity by lifting the median household income of Black residents by \$25,000, businesses in the District will need to create new jobs, launch new businesses, and increase the annual wage or hourly rate of employees. However, this growth cannot happen in a vacuum. The Office of the Deputy Mayor of Education's latest analysis adds a measure of pathway strength to support employers in accessing new pools of skilled talent and focusing on upskilling workers. This pathway strength analysis categorizes jobs based on job progression:

- Origin Jobs: Low-wage jobs with high unemployment among workers without a Bachelor's degrees
- Gateway Jobs: Good jobs proven to be accessible and best positioned for workers to build skills and advance economically
- Target Jobs: Middle- to higher-wage occupations that are resilient to automation and accessible based on job experience

The TDTA pilot initiative sought to engage businesses with "Gateway Jobs". By educating businesses with "Gateway Jobs" about the value and impact of skills-based hiring, the DC WIC anticipated an increase in the number of hires made using competencies rather than relying on credentials.

In addition to the strategic posture towards skills-based hiring the city has taken, DC WIC has also sought partnerships with leading experts in the field of inclusive, skills-based hiring and workforce development ecosystems. The Markle Foundation and their Rework America Alliance served as an invaluable partner in the development of the TDTA pilot initiative. The Rework America Alliance supports the end-to-end process of connecting workers to good jobs and is a nationwide collaboration of employers, non-profits, educators, government entities, and public and private organizations dedicated to helping unemployed and low-wage workers emerge from this crisis stronger. DC WIC was given access to a full library of tools and resources which served as the foundation for the development of the DC-focused training and toolkits.

Washington, DC, like every other city in the nation, is still adapting to meet the new challenges and demands of an evolving workforce, since the COVID-19 pandemic. While there is significant work yet to be done, DC is on the cutting edge of developing the stakeholders within the ecosystem and pioneering new tools to achieve the ambitious goals it has set out to achieve. The TDTA pilot initiative is one important piece of the

greater work and vision the DC WIC and the city at large is seeking to bring to fruition. The TDTA Program was a grant-funded activity.

Response:

Grant Activities for DC WIC								
Program	Number of Participants Enrolled	Number of Participants Completed	Number of Participants Certified	Number of Participants Employed	Continuing within WIC (Y/N)	2024 Targets	Program Length	Funding
Career Coach ARPA	3,204	1,249	N/A	226/65 (New)	No-Continuation	None	3 weeks	3.4 million
Employer Partnerships	153	144	129	52	No Continuation	None	Base training 6 weeks – Continued training based on employment offer	1.9 million
Target Occupation Grants (Healthcare and Information Technology 18-month grant)	909 (635 IT and 274 HC)	702 (501 IT and 201 HC)	364 (261 IT and 103 HC)	215 (124 IT and 91 HC)	No-Continuation September 30 th Ended	None	6-12 weeks and clinical if Healthcare-some training lasted longer based on the training program	\$3,990,953.18
OSSE Career Pathways	1221	644 (Measurable Skills Gains)	241	302- 2 nd Quarter 332- 4 th Quarter	Yes – Locally and ARPA-funded activities	1000	Program Length Varies based on Grantee	\$1,650 million
Healthcare Intermediary Partnership	The DC Health Care Workforce Partnership under the DC Hospital Association will continue its charge of being an industry-driven, community-supported sector-based alliance, consisting of businesses from the health sector. Healthcare employers continue to lead this work by defining the agenda and driving it forward. Since its inception, the partnership has grown to over 50 members, including 21 employers.				Yes- Funded Locally	Increase the number of employers by 20 percent.	N/A	\$258,827.00
Healthcare Intermediary Occupational Grants	131	116	39	24	Yes-Funded Locally	40 participants	16 weeks	\$508,630.00
UDC MOU (IT and Medical)	Pending UDC response regarding FY23 performance				No-Continuation September 30 th Ended	None	Unknown	2.125 million
Talent Development Technical Assistance	248 Business Responses	60 Business Cohort Participants	78 attendees Workforce Summit	59 Access Point Enrollment-Hiring Expansion-Technical Assistance	No-Continuation September 30 th Ended	None	60 days	\$950,000

78. Please provide information on the WIC’s efforts to expand outreach to businesses, including what type of businesses are being targeted and how.

Response: DC Workforce Investment Council (WIC) intends to sustain outreach efforts, leveraging its role as a convener and collaborating with various stakeholders (agency

partners which include but are not limited to DMPED, DSLBD, Workforce Intermediaries, and WIC Board Members to engage businesses. The ongoing operational programs, particularly in healthcare and WIOA funding, contribute to the WIC's commitment to supporting the local workforce ecosystem and ensuring businesses have access to skilled district residents. The outreach strategy aims to inform businesses about the available programs and services, encouraging their participation in DC Networks for hiring qualified talent. The businesses that we will focus on include *Business Administration, Construction, Education, Healthcare, Hospitality, Tourism, Retail, Information Technology, Security and Law and Transportation, Infrastructure and Utilities*. The outreach strategy involves enlisting various stakeholders to engage with businesses based on industry and location.

The outreach strategy involves enlisting various stakeholders to engage with businesses based on industry and location. By providing information about the programs and services offered, the goal is to encourage additional businesses to enroll in DC Networks. This concerted effort aims to not only support the local workforce ecosystem but also create a world-class talent pool by connecting businesses with opportunities to hire skilled and qualified district residents. The WIC recognizes the importance of continued collaboration and engagement to foster economic growth and enhance the overall workforce landscape.

V. Social Justice

Disparities Across Wards

79. Please describe the WIC's approach to the disparities across wards in areas such as education.

Response: The DC WIC has proactively addressed disparities across wards, particularly in the realm of education, by implementing targeted initiatives and fostering collaborative partnerships. Over the past six years, the WIC has demonstrated its commitment to addressing educational disparities by awarding funds to the Office of the State Superintendent of Education (OSSE) Adult and Family Education (AFE) program. This strategic investment has been directed towards supporting out-of-school youth and adults in acquiring essential skills and education.

One notable example of the success achieved through this collaboration is evident in OSSE AFE's measurable skill gains performance target for FY23. The negotiated target of 52 percent for all Adult Basic Education (ABE) and English as a Second Language (ESL) Educational Functioning Levels (EFLs) was not only met but exceeded. OSSE AFE reported an impressive 54.73 percent of students enrolled in their programs achieving a measurable skill gain. This outcome underscores the effectiveness of targeted investments in adult education programs in addressing educational disparities and enhancing the skills of learners across the District.

Additionally, the WIC has embraced innovative approaches to address educational disparities through its involvement in the newly established Education through Employment Data System. This collaborative and multi-organization system, situated within the Deputy Mayor for Education's office, serves as a valuable resource for policymakers, community stakeholders, employers, and researchers. By providing actionable and trusted data and insights on education, economic, and life outcomes, the system empowers decision-makers with a nuanced understanding of how education and workforce programming impact economic mobility.

80. Please describe the role of the WIC in improving general equity across the wards of the District.

Response: The DC WIC strategically employs labor market information as a cornerstone in its efforts to enhance equity across the eight wards of the District. By leveraging comprehensive labor market data, the WIC gains insights into the specific needs, trends, and opportunities within each sector across diverse communities. Using the data-driven approach allows the WIC to tailor its initiatives to the unique demands of each ward, ensuring that workforce development efforts align with the prevailing economic landscape.

Focusing on sector strategies, the WIC identifies key industries in which targeted interventions can have a substantial impact on equitable employment and economic growth. Through sector-specific initiatives, the WIC engages with businesses and stakeholders to understand the dynamics of local labor markets, anticipate skill demands, and address disparities in workforce participation. This sector-focused approach not only aligns training programs with the evolving needs of industries but also creates pathways for residents across all eight wards to access quality employment opportunities in sectors that drive economic development.

Informed by labor market information and sector strategies, the WIC actively shapes the workforce development ecosystem, ensuring that it remains responsive to the realities of each ward. This approach enhances the efficacy of initiatives, promotes inclusivity, and ultimately contributes to a more equitable distribution of economic opportunities throughout the district.

Accessibility of Programs and Outreach

81. Does the WIC have any programs and/or resources offered in languages beyond English? If so, please list them and provide details for each. If not, has any consideration been given to implementing them?

Response: Yes, the DC Workforce Investment Council (WIC) is committed to language access through the DC Language Access Program, established by the DC Office of Human Rights. Through the language access program, the WIC aims to eliminate language barriers, ensuring that Limited English Proficient (LEP) or Non-English Proficient (NEP) individuals seeking access or participation in programs, services, or activities have equal access to information in their language of choice. For more information and details, you can refer to the DC Language Access Act of 2004, as updated in 2014, available in English.

82. Please provide information on the accessibility of WIC programs and resources for the visually and/or hearing impaired (including if and where there are interpreter services available).

Response: The DC Workforce Investment Council facilitates outreach and arrangements for accommodations to ensure accessibility for individuals. In addressing accessibility concerns, the DC WIC coordinates and schedules services with the Mayor's Office of Deaf, Deaf-Blind, and Hard of Hearing for specific information on the accessibility of WIC programs and resources for individuals with visual and/or hearing impairments. Direct contact can be made at (202) 727-9493 or via email at ecp.moddhh@dc.gov. Additionally, those in need of sign language services can submit requests through the Sign Language Interpreter Request Form.

83. Please provide information on the accessibility of WIC programs and resources for the mobility impaired.

Response: The WIC office and events are generally located in areas with full accessibility for individuals with mobility impairments. If someone with mobility challenges is considering participating in WIC programs, they may find it helpful to contact their local WIC office ahead of time. Several of the WIC's training providers were able to deliver occupational skills training virtually limiting the mobility challenges for this population.

84. Please provide information on the progress of developing a workforce training plan that meets the needs of the following marginalized groups:

Response:

a. Women

As the DC Workforce Investment Council (WIC) continues to examine barriers to employment, a targeted focus is placed on addressing shortages within various

demographic groups across industries. Acknowledging the importance of inclusive workforce development, the WIC plans to collaborate with the Mayor's Office on Women's Policy and Initiative to strategically close existing gaps. This collaborative effort signifies a commitment to fostering diversity and equal opportunities within the local job market. By identifying and addressing the specific needs of underrepresented groups, the WIC aims to contribute to a more inclusive and equitable workforce, ultimately enhancing economic growth and individual career advancement in the District of Columbia. Based on a previous meeting with the Director of MOWPI, we have been connected to Black Women Thrive East of the River and will continue to make connections for program outreach.

b. Immigrants

Expanding the pool of resources for jobseekers include local community-based organizations that provide information, resources, referrals to services including access to career, education and employment support. In 2023, the WIC and One Stop Operator established a relationship with the Ethiopian Community Center. Washington D.C. is the largest Ethiopian community outside of Africa. Ethiopians migrants have been settling in the D.C. area since 1970s when Ethiopia was entrenched in a civil war. The Ethiopian embassy states that the population is close to 200,000. Some local community estimates are even higher. In addition, the Ethiopian yellow pages for the D.C. lists over 1200 Ethiopian-owned businesses. The Ethiopian Community Center serves African immigrants in the Washington Metropolitan Area to strengthen social and economic well-being to meaningfully contribute and thrive in the communities they live in. The Ethiopian Community Center participated as an exhibitor at the 2023 Workforce Summit in June. There they networked and connected with other organizations that can serve their community with their services. The WIC and One Stop Operator is working with DOES to schedule a tour for the Community Center to learn about the services offered in the American Job Centers and what their customers will experience when they interact at the Center. In addition, we can address language barriers in advance to ensure they receive a positive experience.

c. The LGBTQ community

The Workforce Investment Council is committed to serving the LGBTQ+ community in workforce development by implementing a comprehensive plan to provide support, guidance and direction to staff, CBO, and training providers. The training will include utilizing USDOL guidelines for effective service to LGBTQ+ customers to address the unique needs of LGBTQ+ individuals. Emphasis will be placed on enforcing non-discrimination policies, protecting against gender identity, expression, or sex stereotyping, and addressing unlawful practices such as denial of assistance based on gender norms or LGBTQ+ status. Special guidance will be provided for transgender persons, recognizing and tackling persistent employment discrimination against them, ensuring they are not denied access to workforce programs, and advising against changing their gender presentation. The WIC is dedicated to training staff in using correct names and gender-specific pronouns, addressing discrepancies in personal identification for transgender individuals with sensitivity, and advocating for unrestricted restroom access based on gender identity. Additionally, a focus on providing staff with a glossary

of key terms related to sex, gender, sexual orientation, gender identity, gender expression, and transgender experiences will contribute to a more inclusive and equitable workforce development environment. Through these initiatives, the Workforce Investment Council aims to foster an environment that ensures fair access, opportunity, and support for career development within the LGBTQ+ community and partnering with the Mayor's Office to ensure the program visibly.

Racial Equity and Social Justice

85. Please list three opportunity areas, programs, or initiatives that the WIC may facilitate to address racial inequity.

Response: The DC Workforce Investment Council, in its role as a convener and system informer, is poised to address racial inequities in the workforce development system through strategic facilitation and collaboration. By fostering partnerships between local educational institutions, community-based organizations, and employers, the WIC aims to convene stakeholders and collectively design training programs that cater to the specific needs of underrepresented populations, ensuring they acquire the skills required for high-demand industries.

Building on the WIC's Skills DC initiative, which works with businesses to adopt inclusive, skills-based hiring strategies by providing instructional tools that evaluate their current hiring practices and educates them on how to create skills-based job postings that expand the pool of qualified candidates. The WIC will convene businesses to further promote racial equity in hiring practices across the District, facilitating discussions and tracking programmatic and other strategies that further the dismantling of biases and reduces the barriers affecting marginalized communities.

Additionally, the WIC will intensify convening and coordination efforts through community engagement and outreach, ensuring information about available workforce development programs reaches all residents, particularly those in historically underserved neighborhoods as outlined by double digit unemployment percentages in wards 7 and 8.

86. Please discuss one operational data point and one performance data point where you already collect race information or could collect such information.

Response: Operationally, the WIC actively collects and analyzes labor market information, specifically focusing on areas where certain populations, including individuals of color, face challenges in employment. This data-driven approach is integral to the development of targeted workforce initiatives to address workforce disparities. In terms of performance data, the WIC utilizes the "Comeback Plan," a comprehensive strategy that meticulously outlines and addresses racial disparities between black women and people of color in the context of household income. By incorporating race information, the WIC has identified and prioritized areas requiring intervention and support. The convenings with businesses emphasize skills-based hiring practices to

ensure equitable access to quality jobs, promoting economic empowerment for individuals of color. In addition, the My Journey DC platform provides a universal intake form as part of the registration process to gain access to the platform that includes identification of race. The intake form also includes a list of interests, services, and workforce support. This information allows us to better understand the population who are using the information and services available on the platform.

87. In considering a racially equitable District of Columbia, please discuss the three ways that the WIC would achieve such a goal.

Response: The DC Workforce Investment Council is committed to fostering a racially equitable District of Columbia through a comprehensive approach. Central to this effort is the promotion of inclusive hiring practices, exemplified by the Skills DC initiative, which encourages local businesses to adopt skills-based hiring strategies, dismantling biases and increasing opportunities for individuals from underrepresented communities. Additionally, the WIC actively engages in targeted community outreach, forming partnerships with local leaders and organizations to address racial disparities in workforce development. This collaborative approach aims to bring resources and opportunities to historically underserved neighborhoods, fostering economic empowerment. Moreover, the WIC prioritizes data-driven decision-making, systematically collecting and analyzing race information to tailor workforce initiatives to the specific needs of marginalized communities, ensuring interventions are targeted and effective in dismantling systemic barriers to racial equity. Through these strategic pillars—skills-based hiring, community engagement, and data-driven decision-making—the WIC aims to create a racially equitable workforce development system reflective of the diversity within the district.

Harassment and Workplace Culture

88. Please discuss how the WIC handles harassment claims, such as sexual harassment, retaliation, and bullying.

Response: The DC Workforce Investment Council is committed to fostering a healthy and collaborative work environment for all its employees. In handling harassment claims, including instances of sexual harassment, retaliation, and bullying, the WIC aligns itself with the principles set forth by the D.C. Department of Human Resources. The WIC follows the DCHR's affirmative stance against workplace bullying, seeking to implement and uphold DCHR guidance outlined in the Mayor's Order. This guidance provides clear direction, support, and a framework for maintaining a safe workplace. In instances of harassment claims, the WIC ensures that employees have accessible avenues for reporting concerns and that appropriate measures are taken to investigate and address such claims. The DC WIC is committed to a prompt and thorough response to create an environment that promotes respect, collaboration, and a strong sense of community among its staff members.

89. How many complaints of harassment has the WIC received in FY23 and FY24 to date?
Please provide a breakdown of the following:

- a. Number of complaints
- b. Types of harassment (sexual harassment, retaliation, bullying, etc.)
- c. Resolutions of each complaint (settlement, transfers, separation, etc.)

Response: The DC Workforce Investment Council has not received any complaints of harassment, including but not limited to sexual harassment, retaliation, or bullying, during Fiscal Year 2023 (FY23) and up to the current date in FY24. There have been no reported incidents, and as such, there are no resolutions associated with any complaints.

90. Please describe the process that the WIC takes in sexual harassment-related matters.
Please provide a breakdown of the agency's role in the following:

- a. Training and education;
- b. Investigations;
- c. Hiring or designation of Sexual Harassment Officers; and
- d. Other personnel matters.

Response: The DC Workforce Investment Council follows the established process outlined by the DC Department of Human Resources in sexual harassment-related matters. In alignment with the DCHR policy, all staff members completed sexual harassment training in the Fall of 2023. As of the latest update, no allegations have been filed within the WIC. The agency has a designated Sexual Harassment Officer, and all staff members are made aware of the sexual harassment policy, which is based on DCHR guidelines and Mayor's Order 2023-131.

91. Please discuss any changes or improvements made in the WIC's workplace culture in FY23 and FY24 to date, and any plans for future improvements.

Response: The DC Workforce Investment Council has implemented a series of initiatives since October 2023 and into the current FY24 to foster a positive and inclusive workplace culture. The WIC has established more inclusive weekly meetings where all perspectives are included, that have become the main platform for increased communication, providing opportunities for staff to share updates, discuss ongoing projects, and engage in team-building activities that strengthen interpersonal connections. In addition, quarterly convenings have been established for strategic planning and goal setting, ensuring that all team members are aligned with the organization's objectives and recognizing individual achievements to reinforce a shared sense of purpose based on their personal goals and the goals of the agency.

As part of its commitment to professional growth, the WIC has invested in staff training sessions aimed at enhancing both individual skills and the collective effectiveness of the team. These sessions include professional development opportunities and inclusivity training, fostering a culture of continuous improvement and mutual support. Recognizing the importance of employee well-being, the WIC has introduced wellness programs such

as health challenges and mindfulness sessions, contributing to a positive and balanced work environment. Additionally, an employee recognition program has been established to celebrate outstanding contributions, milestones, and exemplary performance, reinforcing a culture of appreciation.

To ensure an open and transparent workplace, the WIC has implemented accessible channels for feedback, allowing team members to express their thoughts and concerns freely. Leadership maintains an open-door policy, encouraging staff members to seek guidance and direction as needed, further reinforcing a culture of support and collaboration. As the WIC looks ahead, plans include expanding these initiatives, exploring additional professional development opportunities, and incorporating strategies to strengthen the organization's sense of community and support the staff.

Public Safety

92. Please describe the process to address violence and public safety in housing facilities, schools, community centers, parks, shopping centers, restaurants, and other places in the community.

Response: The DC Workforce Investment Council (WIC) is working towards creating a comprehensive and collaborative approach to address violence and enhance public safety in the district. By closely partnering with key entities such as CSOSA, the Department of Youth Rehabilitation Services (DYRS), and the DC Office of Neighborhood Safety and Engagement (ONES), the WIC extends its reach through collaborations with community-based organizations focusing on specific safety concerns. This endeavor begins with a thorough needs assessment, engaging residents and community leaders to gain valuable insights into unique safety challenges. The WIC has been proactively developing tailored training programs that emphasize conflict resolution, de-escalation techniques, and the creation of safe environments. These initiatives, seamlessly integrated into educational institutions and community centers, contribute significantly to heightened safety awareness.

In late Fall the WIC is set to host community engagement initiatives, including town hall meetings and workshops, fostering open dialogues about safety concerns. The agency is also encouraging participation in business-to-business programs aimed at increasing the hiring of justice-involved individuals. The WIC is working to create a multidisciplinary approach, that involves social workers, mental health professionals, and community organizers to address the root causes of violence, with collaborations with healthcare providers providing essential support services for those affected by violence.

In addition, the WIC is integrating earn-and-learn models, specifically apprenticeships, to provide immediate employment opportunities while nurturing skills and financial stability. Recognizing the importance of family plans, the WIC is focusing on uplifting households through economic and social support, contributing to long-term community safety. Additionally, trauma-informed courses are seamlessly woven into support services

to provide targeted assistance to individuals and families affected by trauma. The establishment of community-based apprenticeship hubs in collaboration with local organizations and businesses, strategically located for accessibility in areas with high unemployment rates, forms a key aspect of the WIC's initiative. These hubs will offer comprehensive wraparound services, including childcare, transportation assistance, and family support services through partnerships with agencies such as DOES, DDS/RSA, and DHS. Dual-generation programs addressing the educational needs of parents and children simultaneously contribute to a universal approach to education. The DC WIC will provide continuous program evaluation, conducted through data analysis and community feedback, which serves as a guiding principle for the WIC's ongoing strategies. This ensures the agency's initiatives remain effective and relevant to the evolving needs of the community. By incorporating earn-and-learn models, family plans, and trauma-informed courses, the DC WIC envisions creating a resilient and empowered community, where individuals and families receive comprehensive support for economic stability and overall well-being, ultimately contributing to enhanced public safety.

93. Please describe how the WIC plans to take an active role in improving public safety for the city.

Response: The DC Workforce Investment Council (WIC) is actively committed to enhancing public safety by strategically aligning workforce development initiatives with broader community well-being goals. In pursuit of the goal of establishing a unified point of access, the WIC aims to empower residents with improved accessibility to diverse training opportunities, fostering skill acquisition and employability. The goals of the WIC contribute to reducing unemployment rates but also positively impact community safety by addressing underlying socio-economic factors. Streamlining of services for increased accessibility plays a major role in the WIC's active involvement in public safety efforts. By optimizing the efficiency of connecting individuals with employment opportunities, the WIC addresses economic disparities, a key element linked to community safety concerns. The prioritization of continuous learning and leadership development is seen as an investment not only in employability but also in fostering a sense of empowerment and responsibility among individuals. A skilled and confident workforce is more likely to contribute positively to the community, reducing the likelihood of involvement in illegal activities.

By enhancing collaboration with training providers and community organizations, the WIC recognizes the potential impact on public safety. Through targeted programs addressing skill gaps and increasing employment opportunities, the WIC actively contributes to public safety by mitigating factors associated with criminal behavior. Additionally, the goal of increasing accessibility to district partners and businesses is an integral part of the WIC's strategy and helps when facilitating strategic partnerships, the WIC contributes to economic development, creating stable employment opportunities and strengthening the overall fabric of the community, which is closely tied to improved public safety. In fostering these goals, the WIC collaborates closely with key public safety entities, recognizing the importance of a comprehensive approach to community

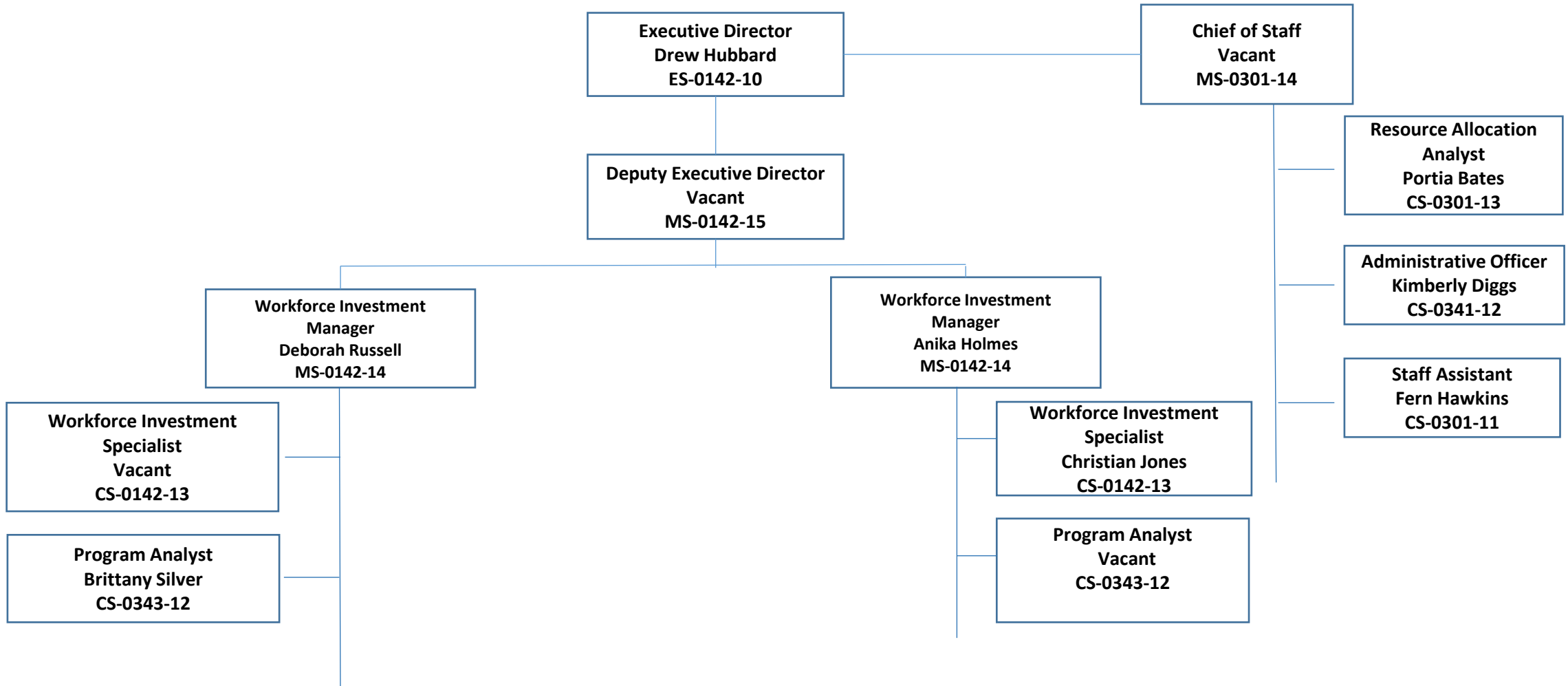
well-being. Partnerships with the DC Office of Neighborhood Safety and Engagement (ONES), and the Department of Youth Rehabilitation Services (DYRS) underscore the commitment to addressing the root causes of public safety challenges. These collaborations amplify the impact of workforce development initiatives, ensuring an integrated approach to community safety and crime prevention.

ATTACHMENTS

Q1 WIC ORG CHART

WIC Organization Chart

as of January 22, 2024



Q2 WIC FY23/24
SCHEDULE A

Q2 Personnel(Sch A)

CHART OF WIC AGENCY PERSONNEL (SCHEDULE A), as of Jan. 1, 2024 (Q2)

Position number	Position status (A-active, R-frozen)	Vacancy Status (V/F)	Job title	Employee's Name	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	Fringe Benefits	DC Residency status (Yes/no)
3059	A	F	Executive Director	Hubbard, Drew	10	0	\$ 202,052.30	4020002; 1010001	Excepted	Reg	Full-Time	10/24/2016	11/8/2021	20.50%	Yes
11413	A	F	Deputy Director	Vacant	15	0	\$ 175,095.11	4020002; 1010001	MSS	Reg	Full-Time	11/25/2019	10/1/2019	20.50%	Yes
44775	A	F	Workforce Investment Specialist	Vacant	14	5	\$ 124,091.00	4020002	XAA	Reg	Full-Time	2/8/2016	11/8/2021	20.50%	Yes
77085	A	F	Administrative Officer	Diggs, Kimberly M	12	10	\$ 103,333.00	1010001	XAA	Reg	Full-Time	3/25/2013	10/25/2020	20.50%	Yes
88711	A	F	Chief of Staff	Vacant	14	0	\$ 146,443.19	4020002; 1010001	MSS	Reg	Full-Time	8/24/2020	10/1/2019	20.50%	Yes
94540	A	F	Workforce Investment Specialist	Jones, Christian	13	5	\$ 105,001.00	4020002; 1010001	XAA	Reg	Full-Time	2/21/2017	6/1/2020	20.50%	Yes
98277	A	F	Program Analyst	Silver, Brittany T	12	6	\$ 93,311.00	1010001	XAA	Reg	Full-Time	9/30/2019	11/8/2021	20.50%	Yes
102513	A	F	Program Analyst	Vacant	12	3	\$ 85,794.00	1010001	XAA	Reg	Full-Time	2/14/2022	9/29/2020	20.50%	Yes
102514	A	F	Staff Assistant	Hawkins, Fern	11	8	\$ 79,971.00	1010001	XAA	Reg	Full-Time	11/23/2020	9/29/2020	20.50%	No
102544	A	F	Workforce Investment Manager	Holmes, Anika	14	0	\$ 126,925.75	1010001	MSS	Reg	Full-Time	12/27/2016	10/5/2020	20.50%	No
102545	A	F	Workforce Investment Manager	Russell, Deborah	14	0	\$ 123,097.17	1010001	MSS	Reg	Full-Time	11/23/2020	10/5/2020	20.50%	Yes
102548	A	V	Resource Allocation Analyst	Portia Bates	13	8	\$ 113,950.00	1010001	XAA	Reg	Full-Time		12/5/2020	20.50%	

Q4 - WIRELESS

Q4A

Agency Code	Fiscal Year	First Name	Last Name	Email	Vendor	Phone#	Service Type	Device Type	Office	FY Total	FY One Time Charge	OCT	NOV	DEC	
Totals											\$ 34,420.11	\$ 35.53	\$ 3,342.09	\$ 2,704.97	\$ 2,804.67
GW	2023	CHRISTIAN	JONES	christian.jones1@dc.gov	AT&T	2022133281	Cellular	iPhone 13 128GB	W/C	\$ 666.94	\$ 0.25	\$ 71.89	\$ 54.01	\$ 54.01	
GW	2023	BRITTANY	SILVER	brittany.silver1@dc.gov	AT&T	2022854890	Cellular	iPhone 13 128GB		\$ 546.19	\$ 1.05	\$ 28.73	\$ 46.98	\$ 46.98	
GW	2023	KIMBERLY	DIGGS	kimberly.diggs@dc.gov	AT&T	2022854927	Cellular	iPhone 13 128GB		\$ 546.25	\$ 1.05	\$ 28.73	\$ 46.98	\$ 46.98	
GW	2023	ANIKA	HOLMES	anika.holmes@dc.gov	AT&T	2023292444	Cellular	iPhone 13 128GB		\$ 648.06	\$ 0.25	\$ 54.01	\$ 54.01	\$ 54.01	
GW	2023	LILLIAN	SPERANZA	lillian.speranza@dc.gov	AT&T	2023293767	Cellular	iPhone 13 128GB	W/C	\$ 665.94	\$ 0.25	\$ 71.89	\$ 54.01	\$ 54.01	
GW	2023	GW	SPARE	eam.atc@dc.gov	VerizonW/L	2023294322	Tablet with wire	Tablet	W/C	\$ 219.71	\$ -	\$ -	\$ -	\$ -	
GW	2023	JYOTHIS	SREEKUMAR	jyothis.sreekumar1@dc.gov	AT&T	2023294649	Cellular	iPhone 13 128GB	W/C	\$ 665.94	\$ 0.25	\$ 71.89	\$ 54.01	\$ 54.01	
GW	2023	MARCUS	SHAW	marcus.shaw1@dc.gov	AT&T	2023519071	Cellular	iPhone 13 128GB		\$ 579.53	\$ 1.05	\$ 61.59	\$ 46.98	\$ 46.98	
GW	2023	MARYSE	HOLLY	Maryse.Holly2@dc.gov	VerizonW/L	2023695842	Cellular	iPhone 13 128 GB		\$ 416.14	\$ -	\$ -	\$ -	\$ 52.27	
GW	2023	LAUREN	SCOTT	lauren.scott@dc.gov	VerizonW/L	2025701805	Tablet with wire	iPad Air 2		\$ 360.12	\$ -	\$ 30.01	\$ 30.01	\$ 30.01	
GW	2023	SPARE	SPARE	abigail.blanchfield@dc.gov	AT&T	2027175355	Cellular	iPhone 13 128GB	W/C	\$ 666.68	\$ 1.05	\$ 71.89	\$ 54.01	\$ 54.01	
GW	2023	DREW	HUBBARD		AT&T	2027354509	Cellular	iPhone 13 128GB	W/C	\$ 705.76	\$ 1.05	\$ 71.89	\$ 54.01	\$ 54.01	
GW	2023	DEBORAH	RUSSELL	deborah.russell@dc.gov	AT&T	2027461009	Cellular	iPhone 13 128GB		\$ 666.94	\$ 0.25	\$ 71.89	\$ 54.01	\$ 54.01	
GW	2023	SUZANNE	TOWNS	suzanne.towns@dc.gov	AT&T	2027463075	Cellular	iPhone 13 128GB		\$ 666.68	\$ 1.05	\$ 71.89	\$ 54.01	\$ 54.01	
GW	2023	FERN	HAWKINS	fern.hawkins@dc.gov	AT&T	2027660676	Cellular	iPhone 13 128GB		\$ 666.94	\$ 0.25	\$ 71.89	\$ 54.01	\$ 54.01	
GW	2023	KARLA	YODER	karla.yoder@dc.gov	AT&T	2028123459	Cellular	iPhone 13 128GB		\$ 579.05	\$ 1.05	\$ 61.59	\$ 46.98	\$ 46.98	
GW	2023	PORTIA	BATES	portia.bates1@dc.gov	AT&T	2028123745	Cellular	iPhone 13 128GB		\$ 579.11	\$ 1.05	\$ 61.59	\$ 46.98	\$ 46.98	

Q4B

Agency Code	Fiscal Year	First Name	Last Name	Email	Vendor	Phone#	Service Type	Device Type	Office	FY Total	FY One Time Charge	OCT	NOV	DEC
GW	2024	CHRISTIAN	JONES	christian.jones1@dc.gov	AT&T	2022133281	Cellular	iPhone 13 128GB	W/C	\$ 162.93	\$ -	\$ 54.31	\$ 54.31	\$ 54.31
GW	2024	BRITTANY	SILVER	brittany.silver1@dc.gov	AT&T	2022854890	Cellular	iPhone 13 128GB	W/C	\$ 141.84	\$ -	\$ 47.28	\$ 47.28	\$ 47.28
GW	2024	LILLIAN	SPERANZA	lillian.speranza@dc.gov	AT&T	2023293767	Cellular	iPhone 13 128GB	W/C	\$ 162.93	\$ -	\$ 54.31	\$ 54.31	\$ 54.31
GW	2024	GW	SPARE	eom.atc@dc.gov	Verizon/WL	2023294322	Tablet with wifi	Tablet	W/C	\$ 90.03	\$ -	\$ 30.01	\$ 30.01	\$ 30.01
GW	2024	JYOTHIS	SREEKUMAR	jyothis.sreekumar1@dc.gov	AT&T	2023294649	Cellular	iPhone 13 128GB	W/C	\$ 162.93	\$ -	\$ 54.31	\$ 54.31	\$ 54.31
GW	2024	SPARE	SPARE	carlie.fisherow@dc.gov	AT&T	2024174997	Cellular	iPhone 13 128GB	W/C	\$ 162.93	\$ -	\$ 54.31	\$ 54.31	\$ 54.31
GW	2024	LAUREN	SCOTT	lauren.scott@dc.gov	AT&T	2026647906	Cellular	iPhone 13 128GB	W/C	\$ 162.93	\$ -	\$ 54.31	\$ 54.31	\$ 54.31
GW	2024	SPARE	SPARE	lauren.scott@dc.gov	AT&T	2027175355	Cellular	iPhone 13 128GB	W/C	\$ 162.93	\$ -	\$ 54.31	\$ 54.31	\$ 54.31
GW	2024	DREW	HUBBARD	abigail.blanchfield@dc.gov	AT&T	2027354509	Cellular	iPhone 13 128GB	W/C	\$ 141.84	\$ -	\$ 47.28	\$ 47.28	\$ 47.28
GW	2024	DEBORAH	RUSSELL	deborah.russell@dc.gov	AT&T	2027461009	Cellular	iPhone 13 128GB	W/C	\$ 162.93	\$ -	\$ 54.31	\$ 54.31	\$ 54.31
GW	2024	SUZANNE	TOWNS	suzanne.towns@dc.gov	AT&T	2027463075	Cellular	iPhone 13 128GB	W/C	\$ 162.93	\$ -	\$ 54.31	\$ 54.31	\$ 54.31
GW	2024	FERN	HAWKINS	fern.hawkins@dc.gov	AT&T	2027660676	Cellular	iPhone 13 128GB	W/C	\$ 162.93	\$ -	\$ 54.31	\$ 54.31	\$ 54.31
GW	2024	PORTIA	BATES	portia.bates1@dc.gov	AT&T	2028123745	Cellular	iPhone 13 128GB	W/C	\$ 141.84	\$ -	\$ 47.28	\$ 47.28	\$ 47.28
Totals										\$ 8,782.04	\$ -	\$ 2,938.33	\$ 2,900.91	\$ 2,942.80

Q8 - Budget

WIC BUDGET, FY2021 AND FY2022, FY 2023 and FY 2024 AS OF Jan. 1, 2024 (Q8)

			FY2021 Approved Budget	FY2021 Revised Budget	FY2021 Expenditures	FY2021 Difference between Revised Budget and Expenditures (over- or under-spending)	FY2022 approved budget	FY2022 Revised budget(as of Jan. 1, 2022)
Program: Workforce Investment	Program	Total \$						
		Total \$	4,953,093.83	4,832,919.83	4,043,634.46	909,087.69	5,266,799.05	5,167,799.05
	Activity: Workforce Investment	ID-Federal\$	1,520,740.96	1,520,740.96	1,165,061.37	475,481.91	1,520,740.96	1,520,740.96
		ID-Local \$						
		Local \$	3,432,352.87	3,312,178.87	2,878,573.09	433,605.78	3,746,058.09	3,647,058.09
		SPR \$						
	Activity: Workforce Investment Council	Total \$	1,252,194.83	1,102,194.83	1,060,318.70	41,876.13	185,970.25	185,970.25
		ID-Federal\$						
		ID-Local \$						
		Local \$	1,252,194.83	1,102,194.83	1,060,318.70	41,876.13	185,970.25	185,970.25
		SPR \$						

**Q9 – Grants,
Contract &
Reprogramming**

Program	Sole Source or Competitive	Type of Funding	Receiving Agency	FY23 Amount	ARPA Percentage	Local Dollars Percentage	WIOA Dollars Percentage	FY24 Amount (Quarter 1)	ARPA Percentage	Local Dollars Percentage	WIOA Dollars Percentage	Recurring or One Time
WIOA Funds	Sole Source or Competitive	Inter-District Transfer	WIC	\$1,520,000.00			100%	\$1,500,000.00			100%	Recurring
Healthcare Sector – Workforce Partnership Occupational Training (H-WPOT)	N/A	Inter-District Transfer	N/A	\$508,630.00		100%		\$300,000.00		100%		Recurring
Career Pathways Training Grant	N/A	Grant	OSSE	\$1,650,000.00		100%		\$1,000,000.00	55%	45%		*Local Portion Recurring
Healthcare Intermediary	N/A	Grant	N/A	\$258,827.00		100%		\$263,000.00		100		Recurring
Career Coach DC (CCDC) Grant	N/A	Grant	N/A	\$3,400,000.00	100%			\$0.00				One Time
Employer Partnership Training Grant	N/A	Grant	N/A	\$2,022,248.00	100%			\$0.00				One Time
Healthcare Sector - Direct Care Occupational Training (H-DCOT)	N/A	Grant	N/A	\$1,249,739.00	100%			\$0.00				One Time
Information Technology Sector - Occupational Training (IT-OT)	N/A	Grant	N/A	\$2,741,483.00	100%			\$0.00				One Time
UDC IT	N/A	Grant	UDC	\$564,999.00	100%			\$0.00				One Time
UDC Nursing Education Enhancement Program	N/A	Grant	UDC	\$1,487,099.00	100%			\$0.00				One Time
Talent Development Technical Assistance Grant (TDTA)	N/A	Grant	N/A	\$950,000.00	100%			\$0.00				One Time
America Works	Competitive	Contract	N/A	\$463,786.00			100%	\$330,000.00			100%	Recurring
PAIRIN	Competitive	Contract	N/A	\$447,504.00	50%		50%	\$447,504.00		38%	62%	Recurring
Seena Foster, Title V Consulting	Competitive	Contract	N/A	\$16,000.00		100%		\$0.00				One time
GW Management Coaching	Competitive	Contract	N/A	\$29,875.00		100%		\$0.00				One time
Management Training Contractor	Competitive	Contract	N/A	\$16,000.00		100%		\$0.00				One time
Xerox	Competitive	Contract	N/A	\$4,000.00	50%	25%	25%	\$3,800.00		50%	50%	Recurring
GW Leadership Training	Competitive	Contract	N/A	\$15,000.00		100%		\$0.00				One Time
Midtown	Competitive	Contract	N/A	\$69,440.64			0.00%	\$9,857.00				One Time
TechFlairs	Competitive	Contract	N/A	\$10,440.00			0%	\$19,500.00		100		One Time
RizeUp	Competitive	Contract	N/A	\$30,805.76			0.00%	\$31,000.00		100		One Time
Qualtrics	Sole Source	Contract	N/A	\$18,500.00			100%	\$21,000.00			100%	Recurring
SalesForce	Competitive	Contract	N/A	\$53,000.00	30%	40%	30%	\$0.00				One Time

**Q13 –
WIC Sexual
Harassment &
Misconduct Policy**



WIC Sexual Harassment Reporting Policy and Procedures

Alleged victims of sexual harassment should report the harassing behavior to one of the following individuals within their agency **as soon as possible**:

- The alleged victim's manager or supervisor,¹ or the manager or supervisor of the alleged harasser;
- Sexual Harassment Officer (SHO); Kimberly Diggs (Kimberly.diggs1@dc.gov)
- Alternate SHO Tara Lynch (Tara.Lynch@dc.gov)
- DME General Counsel. Betsy Cavendish (Betsy.Cavendish@dc.gov)

If victims require assistance or are not able to report to one of the individuals above, they may contact the Sexual Harassment Officer Program Coordinator at the D.C. Department of Human Resources at dchr.sho@dc.gov.

Witnesses to Sexual Harassment

Employees have a responsibility to report incidents of sexual harassment or behavior that may create an intimidating, hostile, or offensive work environment. Witnesses should report incidents to the following individuals within their agency:

- The witness' manager or supervisor^[1], or the manager or supervisor of the alleged harasser;
- Sexual Harassment Officer.
- Alternate SHO or Office; or
- General Counsel.

Note: If the employee does not feel comfortable reporting to the SHO or alternate SHO, the employee may report to a manager or supervisor; unless there is a conflict of interest with the SHO. These individuals will communicate the employee allegations to the SHO, who will ultimately investigate the matter.

If the alleged harasser is the employees supervisor, the employee may report the misconduct to the alleged harrasser's supervisor or to the agency SHO.

In addition to reporting to an agency SHO, or other individual as identified above, under the D.C. Human Rights Act alleged victims may file a claim of sexual harassment with an EEO Counselor, directly with the Office of Human Rights (without going through EEO counseling) or in court.

Handling Reports of Sexual Harassment Managers, Supervisors, and HR Officials



The role of the SHO is to accept, review, and investigate sexual harassment claims by gathering information and preparing a written report outlining the investigation, the facts gleaned from the investigation, and any recommendations within 60 days after a claim is reported. Upon receiving a report of potential sexual harassment, the SHO must:

1. Gain a full understating of the complaint;
2. Immediately notify the General Counsel, who must notify the Director of the Mayor's Office of Legal Counsel within 3 days;
3. Acknowledge receipt of complaint, notify the complainant that the matter is being investigated, and contact the complainant to gather more information;
4. Make any additional required communications to, for example, gather relevant facts through documentation and interviews;
5. Investigate; and
6. Prepare and deliver a report to the agency Head or designee on the investigation.

Maintaining Confidentiality

Any individuals involved in investigating reports of alleged sexual harassment must take reasonable steps to ensure that the details of the complaint and investigation remain confidential, especially when information pertaining to a sexual harassment complaint changes hands or is shared as part of an investigation. Failure to safeguard confidential information can result in corrective or adverse action, up to and including separation.

Notwithstanding the confidentiality requirement, the alleged harasser is entitled to notification of the allegations and must be given an opportunity to respond. Additionally, the confidentiality requirement should not prevent an agency from reporting a suspected illegal or improper act, such as sexual assault, to the appropriate enforcement authority, or from cooperating in any related investigation.

All information obtained in the investigation shall be used by the SHO only for purposes of the investigation.

Managers, supervisors, and HR officials who receive reports of alleged sexual harassment must immediately relay the report to the agency's Sexual Harassment Officer and take any appropriate remedial actions, after consulting with the agency General Counsel.

Investigating the Complaint

Once a SHO has received a complaint of sexual harassment, they are required to immediately begin the investigation process, which must be completed within 60 days of the complaint. The following are nine steps that should be part of any successful investigation:

1. Define the Scope of the Investigation;
2. Recommend Immediate Action to the Agency Director or General Counsel (such as temporary employee reassignments), if needed;
3. Conflict of Interest Determination;



4. Plan the Investigation;
5. Conduct Interviews (if possible, record all interviews);
6. Gather Documents and Other Evidence;
7. Evaluate the Evidence;
8. Document the Investigation; and
9. Report to the agency Head, or their Designee, on the investigation, including what the investigation entailed and what details or information were confirmed (or not confirmed) by the evidence.

The SHO is responsible for conducting the investigation and completing the investigation report, which the SHO will provide to the agency head or their designee only. At various times during this process, the SHO may seek guidance or support from the agency General Counsel. For example, the SHO may seek the General Counsel's assistance to gain access to relevant information in the possession of a sister agency (such as email records from OCTO), to act to ensure the cooperation of agency witnesses, or to prevent an employee's interference with the investigation.

**Q14 – Sexual
Harassment &
Misconduct
Policy**

Question 14

Workforce Investment Council

Sexual Harassment and Misconduct Guidelines

Reporting Sexual Harassment

All District of Columbia employees are responsible for ensuring a workplace free of harassment. To that end, all employees who know of incidents of sexual harassment, or know of conduct of a sexual nature that could create an intimidating, hostile, or offensive work environment should report the situation immediately as outlined below. Agencies should protect the confidentiality of all aspects of the harassment complaints and those reporting such complaints, to the greatest extent possible consistent with the investigation and resolution of the complaints.

Alleged Victims of Sexual Harassment

Alleged victims of sexual harassment should report the harassing behavior to one of the following individuals within their agency **as soon as possible**:

- The alleged victim's manager or supervisor,¹ or the manager or supervisor of the alleged harasser;
- Sexual Harassment Officer;
- Alternate SHO or Office; or
- General Counsel.

If victims require assistance or are not able to report to one of the individuals above, they may contact the Sexual Harassment Officer Program Coordinator at the D.C. Department of Human Resources at dchr.sho@dc.gov.

Witnesses to Sexual Harassment

Employees have a responsibility to report incidents of sexual harassment or behavior that may create an intimidating, hostile, or offensive work environment. Witnesses should report incidents to the following individuals within their agency:

- The witness' manager or supervisor^[1], or the manager or supervisor of the alleged harasser;
- Sexual Harassment Officer.
- Alternate SHO or Office; or
- General Counsel.

NOTE: *If the employee does not feel comfortable reporting to the SHO or the alternate SHO, the employee may report to a manager or supervisor; however, unless there is a conflict of interest*

with the SHO, these individuals will communicate the employee's allegations to the SHO, who will ultimately investigate the matter.

[1] If the alleged harasser is the employee's supervisor, the employee may report the misconduct to the alleged harasser's supervisor or to the agency's Sexual Harassment Officer.

Rights Under the D.C. Human Rights Act

In addition to reporting to an agency SHO, or other individual as identified above, under the D.C. Human Rights Act alleged victims may file a claim of sexual harassment with an EEO Counselor, directly with the Office of Human Rights (without going through EEO counseling) or in court.

Filing an Administrative Complaint with the D.C. Office of Human Rights

- An individual may file an administrative complaint of sexual harassment with the Office of Human Rights (OHR) within 1-year of the incident(s) or discovery of the incident(s).
- Reporting incident(s) of sexual harassment to the Agency's SHO does not constitute reporting a complaint of sexual harassment with OHR. Therefore, reporting an incident to the SHO also does not toll (or delay) the deadline for reporting a complaint to OHR.
- Reporting incident(s) of sexual harassment to the Agency's SHO does not limit or delay the individual's right to file a complaint with the Office of Human Rights, as both processes can run parallel to each other.
- Please note that an individual is not required to report an allegation of sexual harassment to an Agency EEO Counselor, as required for other EEO claims (e.g., retaliation), prior to filing a claim at OHR. Individuals may file directly with OHR within the timeframe noted above.

Filing a Civil Action in Court

- An individual may file a complaint of sexual harassment with the D.C. Superior Court within 1-year of the alleged harassment or discovery of the incident(s).
- Reporting the incidents of sexual harassment to the Agency's SHO does not limit or delay the individual's right to file in D.C. Superior Court, as both processes can run parallel to each other.

Handling Reports of Sexual Harassment

Managers, Supervisors, and HR Officials

Managers, supervisors, and HR officials who receive reports of alleged sexual harassment must immediately relay the report to the agency's Sexual Harassment Officer and take any appropriate remedial actions, after consulting with the agency General Counsel.

Sexual Harassment Officers

The role of the SHO is to accept, review, and investigate sexual harassment claims by gathering information and preparing a written report outlining the investigation, the facts gleaned from the investigation, and any recommendations within 60 days after a claim is reported. Upon receiving a report of potential sexual harassment, the SHO must:

1. Gain a full understating of the complaint;
2. Immediately notify the General Counsel, who must notify the Director of the Mayor’s Office of Legal Counsel within 3 days;
3. Acknowledge receipt of complaint, notify the complainant that the matter is being investigated, and contact the complainant to gather more information;
4. Make any additional required communications to, for example, gather relevant facts through documentation and interviews;
5. Investigate; and
6. Prepare and deliver a report to the agency Head or designee on the investigation.

Maintaining Confidentiality

Any individuals involved in investigating reports of alleged sexual harassment must take reasonable steps to ensure that the details of the complaint and investigation remain confidential, especially when information pertaining to a sexual harassment complaint changes hands or is shared as part of an investigation. Failure to safeguard confidential information can result in corrective or adverse action, up to and including separation.

Notwithstanding the confidentiality requirement, the alleged harasser is entitled to notification of the allegations and must be given an opportunity to respond. Additionally, the confidentiality requirement should not prevent an agency from reporting a suspected illegal or improper act, such as sexual assault, to the appropriate enforcement authority, or from cooperating in any related investigation.

All information obtained in the investigation shall be used by the SHO only for purposes of the investigation.

Complaints Against Senior Officials

Complaints against certain senior officials (specified below) must be referred to specific government officials for review. The following chart outlines these requirements.

If the complaint is against...	
Employees with the Mayor’s Office of Legal Counsel	Refer the report to the Mayor’s General Counsel.
An Agency Director	Refer the report to the SHO for the appropriate Deputy Mayor; the complaint should also be reported to the Mayor’s General Counsel if the complaint is against an agency Director appointed by the Mayor.

If the complaint is against...	
A Deputy Mayor	Refer the report to the SHO at the Office of the City Administrator.
The City Administrator	Refer the report to the Mayor's General Counsel.
The Mayor's General Counsel	The matter shall be handled by an independent consultant.
The Mayor	The matter shall be handled by an independent consultant.

Investigating the Complaint

Once a SHO has received a complaint of sexual harassment, they are required to immediately begin the investigation process, which must be completed within 60 days of the complaint. The following are nine steps that should be part of any successful investigation:

1. Define the Scope of the Investigation;
2. Recommend Immediate Action to the Agency Director or General Counsel (such as temporary employee reassignments), if needed;
3. Conflict of Interest Determination;
4. Plan the Investigation;
5. Conduct Interviews (if possible, record all interviews);
6. Gather Documents and Other Evidence;
7. Evaluate the Evidence;
8. Document the Investigation; and
9. Report to the agency Head, or their Designee, on the investigation, including what the investigation entailed and what details or information were confirmed (or not confirmed) by the evidence.

The SHO is responsible for conducting the investigation and completing the investigation report, which the SHO will provide to the agency Head or their designee only. At various times during this process, the SHO may seek guidance or support from the agency General Counsel. For example, the SHO may seek the General Counsel's assistance to gain access to relevant information in the possession of a sister agency (such as email records from OCTO), to act to ensure the cooperation of agency witnesses, or to prevent an employee's interference with the investigation.

Step 1. Define the Scope of Investigation

In general, SHOs should take all allegations of sexual harassment seriously and conduct thorough and complete investigations. However, situations may arise when the alleged conduct is of a nature that does not require an extensive investigation to disclose the facts. For example, all parties may agree as to the circumstances of the complaint, and thus the matter may be resolved quickly through informal discussions. Regardless of whether a full investigation is required, the

SHO should speak with the relevant parties, document or record all information received, and document all efforts undertaken to address the matter.

Example 1: *An employee, on a single occasion, asks his co-worker to have dinner with him one night. The co-worker declines, saying she has a boyfriend. The employee replies: “He’s a very lucky guy.” This makes the co-worker uncomfortable and she reports the situation, even though the employee did not further pursue the matter.*

In this scenario, a full investigation is probably unnecessary. Instead, a discussion with the two parties, and possibly their supervisor, will likely provide the SHO with the facts and resolve the situation. The SHO should document such efforts and any resolution reached in the Investigation Report.

Step 2. Recommend Immediate Action to the Agency, If Needed

Pending the conclusion of a sexual harassment investigation, the SHO may consult with the General Counsel to recommend immediate workplace changes necessary to prevent further harm and to ensure the investigation is free from disruption. The most common action that may be taken is to separate the alleged harasser from the complainant (or vis-versa). If immediate action is needed, such action will be initiated by the agency General Counsel and should be processed in accordance with the District Personnel Manual and any applicable Collective Bargaining Agreement.

Avoid Retaliation Claims! *In many sexual harassment investigations, immediate action will need to be taken while the investigation is pending. However, such actions should not penalize the employee reporting the harassment or the alleged harasser. If the parties must be separated while the investigation is pending, reassigning the alleged harasser or placing him or her on administrative leave with pay is preferable to moving the reporting employee.*

Separating the Alleged Harasser from the Complainant

The agency must assess whether the alleged harasser should be separated from the complainant’s work environment. It may be appropriate to take such a step when there are allegations of:

- Serious misconduct, such as sexual touching, sexual assault, violence, threats, or extremely abusive verbal harassment;
- An ongoing pattern of harassment; or
- Misconduct where the complainant(s) or witnesses appear intimidated by the alleged harasser.

As previously noted, moving the complainant may be perceived as retaliatory. The best way to avoid claims of retaliation is to temporarily reassign the alleged harasser in a reasonably comparable placement, even if in a different agency after consulting with DCHR, or place them on a temporary telework schedule or administrative leave with pay. If these steps are taken, the alleged harasser should be informed that the arrangement is temporary, that no conclusions have been reached as to the sexual harassment allegations, and that the action being taken is in no way punitive.

Removing the Complainant from the Work Environment

Sometimes, the complainant of alleged sexual harassment will ask to be reassigned or given time off pending the investigation. If this occurs, find out and document exactly why the employee wants to be taken out of the work environment.

If the alleged victim is experiencing trauma or other health-related issues because of the alleged sexual harassment, the agency should take appropriate actions as required or permitted by law to assist the employee. If the alleged harasser has threatened the complainant, or co-workers are shunning the complainant, this is information that should be immediately brought to the attention of the agency General Counsel. Whatever the explanation, it is important to reiterate that retaliation by the alleged harasser or co-workers is not tolerated. Additionally, make the best arrangements to address the complainant's concerns. If the complainant is removed from the work environment, make sure that the employee can still be available to participate in the investigation.

***NOTE:** Expedite the investigation whenever one or more parties are reassigned or placed on administrative leave pending the investigation.*

Criminal Allegations

Whenever a report of sexual harassment or subsequent evidence reveals potential criminal conduct, such as sexual assault, physical violence, or threats to do bodily harm, **stop the investigation and consult agency General Counsel immediately.** The agency's General Counsel, in consultation with the Mayor's Office of Legal Counsel, will determine whether law enforcement should be contacted and what other immediate steps must be taken. Do not conduct additional interviews or resume your investigation until you have consulted your agency General Counsel or the MOLC and received their approval to proceed. Failure to comply with this instruction may impact the criminal investigation and/or case of law enforcement officials.

Step 3. Conflict of Interest Determination

Generally, the agency's Sexual Harassment Officer (SHO) will investigate reports of sexual harassment. Smaller agencies are authorized to enter into cooperative agreements with other agencies if their staffing level does not allow for the appointment of a dedicated SHO. In these cases, the SHO investigating the report may be an employee from another agency. In the event of a conflict of interest, or of a claim of bias that could reasonably be raised against the impartiality of the assigned SHO, the assigned SHO should immediately notify the agency General Counsel to assist with identifying another SHO to conduct the investigation.

If another SHO is assigned to conduct the investigation, the original SHO should notify the complainant in writing of this change. The written notification should identify the new SHO as the formal contact for the investigation and as the individual who is conducting the investigation on behalf of the agency. The written notification is also useful for communicating to involved parties that an investigation is underway.

Step 4. Plan the Investigation

Before investigating, the SHO must plan how the investigation will be carried out. To do this, DCHR recommends completing the attached Investigation Plan (See Attachments 3 and 4). To complete the plan, the SHO will need to rely on the complaint of the complainant or third-party witness reports of the potential harassment.

Meet with the Complainant

The SHO must meet with the individual reporting the sexual harassment allegation. The individual may be an alleged victim, third-party witness or an individual to whom the allegation was reported. It is important to clarify the exact allegation from the individual making the report to the SHO. If they are not a witness to the allegation, the SHO should also make efforts to clarify the allegation from the original source of the complaint, which might be the alleged victim. These preliminary meetings are only for understanding the actual allegation. More thorough interviews of these individuals should occur as the investigation progresses.

Understand the Complaint First

Before drafting the investigation plan, the SHO must have some understanding of the complaint and allegations. Initially, the SHO should verify the allegations with the individual originally reporting the situation, and then brainstorm and try to answer the following types of questions:

- Who complained? Are there multiple complainants?
- What is the alleged misconduct?
- Were there job-related promises or threats (quid pro quo), or is this a hostile work-environment claim? Or were there both?
- Who is the alleged wrongdoer (their name, position)? Is there more than one harasser?
- How many incidents of harassment have been alleged?
- Where and when did the harassment take place?
- Have any potential witnesses been named?
- How did the harassment come to the attention of the SHO?

Finding the answers to the above questions will help the SHO decide who to interview, what documents and other evidence might be available, and what type of questions to ask witnesses.

TIP! Site visits are extremely helpful at placing investigations and evidence into context. Whenever the SHO determines that the environment may be relevant to the events, the SHO should make all reasonable efforts to visit relevant locations. For example, if the alleged harassment took place in an office, visit the office to see how it is laid out and where individuals sit relative to other employees.

Investigation Plan

After establishing the general nature of the complaint, and before contacting additional witnesses or gathering any documentary evidence, complete a draft investigation plan as thoroughly as possible. The draft plan can be used to communicate the scope of the investigation to necessary

people. Keep in mind that the initial draft will be an incomplete plan and the SHO will further develop the plan as the investigation proceeds.

OVERVIEW

Each investigation plan should have an Overview section. Give the investigation a title, a description with key objectives, and the investigation scope.

BASIC INFORMATION

The Basic Information section provides the allegations. Describe what was alleged – who was harassed, by whom, when and how?

CHRONOLOGY

Supply a succinct chronology of alleged events leading to the investigation. This is not a chronology of the investigation; it is a chronology of the harassing behavior and how that behavior came to the attention of the SHO.

EVIDENCE

List any known direct and circumstantial evidence and potential witnesses. The list should be concise, but sufficiently descriptive to alert the reader as to the importance of the physical evidence or witnesses.

PLANNED INVESTIGATION ACTIVITY

This section lists events that will take place during the investigation. This can include meetings, document reviews, and formal witness interviews. This section also includes a listing of notifications made to individuals during the investigation, such as notifications to the General Counsel and to witnesses for purposes of scheduling interviews.

Notify the General Counsel

Immediately upon receiving a report of an allegation of sexual harassment, the SHO shall notify the agency's General Counsel of the allegation and share with the General Counsel all information related to the allegation, including but not limited to: name(s) of the alleged harasser, alleged victim and witnesses, nature and type of harassment, all relevant date(s) and location(s), and a description of the incident(s) to be investigated. The General Counsel is responsible for determining what information, if any, should be communicated with the agency's leadership and external authorities. The General Counsel should notify the Mayor's Office of Legal Counsel of the following within three days of receiving a report of sexual harassment: names of the alleged harasser(s), alleged victim(s) and witnesses; nature and type of harassment; all relevant date(s) and location(s); and a description of the incident(s) to be investigated.

Revising the Plan

The investigation plan will be fluid and must be updated as the investigation proceeds. When new evidence is discovered, or new witnesses come to light, that information should be added to the plan. Similarly, the plan should be updated with itinerary and notification changes.

Step 5. Interviews

Once an investigation plan is in place, the SHO will need to direct their focus to interviewing witnesses. Whenever possible, the SHO should have a second person, who is trained in investigations, with them during interviews. Additionally, the SHO should never interview more than one witness at a time – each witness should be interviewed separately.

The SHO should schedule and complete witness interviews as quickly as possible. Generally, the SHO should aim to complete all interviews within days of receipt of the initial complaint, or as soon as possible thereafter. This allows for the investigation to proceed efficiently and minimizes investigation-related discussion among witnesses in the workplace. DCHR recommends scheduling formal interviews in writing by sending separate email notifications to the complainant, alleged harasser, and potential witnesses, which outline their rights and what to expect. (See Attachment 6).

If interviewing a union employee, the SHO should refer to the agency's collective bargaining agreement and notify employees in writing that they have a right to union representation at the interview, if applicable. Some agencies require investigators to obtain written statements or affidavits after an interview. If it is feasible, DCHR highly encourages agencies to tape-record interviews with witnesses to ensure record accuracy.

***TIP!** The SHO should write down anticipated questions before interviewing a witness. This practice will give the interview direction and will ensure that all necessary topics and questions will be addressed.*

Opening the Interview

The SHO will want to open every interview with similar remarks. Here is a roadmap that may be used for opening an interview with a witness:

- **Purpose.** The SHO may state that they are investigating a workplace complaint and that their role is to investigate the matter by gathering as much information as possible. If it is the complainant being interviewed, the SHO should advise the complainant that their complaint is being investigated. If it is the alleged harasser being interviewed, the SHO should notify the individual that they are the target of the investigation.
- **Process.** Explain that the investigation process involves interviewing multiple witnesses and reviewing any necessary documents. Witnesses must be made aware that the agency will take appropriate steps if it finds that misconduct occurred.
- **Confidentiality.** Explain that the interview will be treated as confidential as much as possible by the agency and that the agency hopes the witness will use discretion and limit their disclosure of anything discussed in the interview to maintain the integrity of the investigation process. Generally speaking, the SHO should not, however, require the witness to maintain confidentiality or to sign a confidentiality agreement. The SHO

should also not promise or guarantee a witness total confidentiality by the agency, as the investigation and subsequent actions will require the agency to disclose information about the complaint as necessary.

- **Retaliation.** Explain that retaliation for a witness' cooperation in the investigation is prohibited and that the witness should immediately notify an EEO counselor if any retaliation occurs due to the witness reporting sexual harassment or participating in the investigation process.
- **Rights and obligations.** Explain rights and obligations of witnesses, including but not limited to the obligation of government employees to cooperate in agency investigations of sexual harassment complaints. Additionally, if the complaint includes allegations of sexual assault or other possible crimes, the SHO must let the complainant know that they may also get help from the DC Victim Hotline, which provides free confidential, around-the-clock information and referrals for victims of all crime in the District of Columbia. (The DC Victim Hotline is available by phone at 844-443-5732 and online at <https://dcvictim.org>.)
- **Questions or concerns.** Ask the witness if they have any questions or concerns about the process.

Interviewing the Complainant(s)

Generally, the individual who is the alleged victim of sexual harassment should be the first person interviewed. The alleged victim should be interviewed within five days of acknowledging the initial complaint. The SHO should ask the individual to provide any and all potential evidence of offensive conduct such as emails, pictures, or other physical evidence. The alleged victim should be able to provide the clearest picture of the alleged misconduct and provide insight into other potential witnesses and evidence. In addition to being the first witness interviewed, this individual may need to be re-interviewed after documents are collected and statements are received from all other witnesses to clarify any inconsistencies in the evidence.

Harassment claims usually involve a pattern of multiple incidents that occur over a period of time. When interviewing the alleged victim, the SHO must ask precise questions and take clear notes. The best practice is to have the alleged victim list all incidents, then go through each incident in detail.

Sample Questions[2]

- What happened? How many incidents have there been?
- When did each incident take place (date as well as time, if possible)? How often?
- Where did they take place?
- Who was involved? What did that person say or do?
- How did you respond? Did you say anything to [the employee]? What did you say? Did you do anything?
- Who else was present? Could anyone else have witnessed the incident(s)?

- Where did you go immediately after the incident? Did you tell anyone what happened? Who?
- Prior to these incidents, what was your relationship like with [the employee]? Are you aware of similar incidents with other employees?
- Have you been affected by this? How?
- Are there any documents or other kinds of evidence relating to the incidents? Were there any email communications? Did you take notes or make journal entries? Were there any additional conversations with others about the incidents?
- When did you first report this and whom did you tell? What did you tell them? How did they respond?
- How would you like to see this problem resolved?
- Is there anyone else you think I should interview regarding these incidents?
- Is there anything else you think I should know while I am investigating this matter?

Open-Ended Questions. *When interviewing the alleged victim, use open-ended questions. Ask: who, what, when, where, why and how. Try to keep closed-ended (yes/no) questions to a minimum. The goal is to get the witness to open up and tell you their story in their own words. [2] While these sample questions may be listed together, witnesses should always be asked one question at a time. Resist the urge to ask compound or long questions.*

Victims who have trouble remembering important facts about the alleged sexual harassment may be experiencing trauma. In this case, usual interview questions may not be as helpful initially. Some experts suggest that such victims may benefit from the use of sensory-based interview questions (such as “do you remember what was playing on the radio in the car”; “what color was the room”; etc.) as these types of questions help place the victim back at the scene of the incident and may help jog their memory.

Interviewing Third-Party Witnesses

After conducting an initial interview of the complainant, it is usually most effective to interview any third-party witnesses to the alleged harassment. Third-party witnesses are all other witnesses, excluding the alleged harasser. Interviewing third-party witnesses after the complainant allows the investigator to confirm or discount allegations made by the complainant and assists in obtaining a complete account of the potential misconduct before asking the accused employee to respond. A third-party witness should be interviewed within five days after the interview with the complainant. If there are multiple third-party witnesses that must be interviewed, each subsequent witness should be interviewed as close in time to the first third-party witness as possible, to complete the investigation in a timely fashion.

When questioning third-party witnesses, **the goal is to gather as much information as possible without giving too much information away.** The interview should begin by stating, in general terms, why the SHO is interviewing the witness. The SHO should inform the witness that they are investigating a workplace incident, and that the witness might have information that will help determine what occurred. Then, the SHO will need to move into questions that will help determine whether the witness saw or has information regarding the alleged incident(s).

Sample Questions

- What is your typical workday or workweek like? Who is your supervisor? What time do you arrive? Leave? What are your typical responsibilities?
- Do you work with [the alleged victim] or the [accused employee]?
- How would you characterize their working relationship?
- Has [the alleged victim] ever spoken to you about [the accused]? Has the [accused employee] ever spoken to you about [the alleged victim]?
- Have you seen any interactions between [the alleged victim] and [the accused] that made you uncomfortable? Have you seen any interactions that appeared to be of a sexual or inappropriate nature? Describe those interactions. Have you heard [the accused] speak to or about [the alleged victim] in a sexual or inappropriate nature? Describe those conversations.
- [If the witness saw or heard anything that is the subject of the complaint, ask questions to find out what the witness saw/heard, where it occurred, and when.]
- Have you heard these issues discussed in the workplace? When, where and by whom?
- Have you ever had a problem working with [the alleged victim] or [the accused]? If so, what are those problems?
- Do you know of anyone else who might have information about these incidents or who might have experienced similar treatment from [the accused]?
- Are there any documents or other evidence you think I should review that relate to these incidents? Were there any email communications?
- Based on our conversation, is there anything else you think I need to know as I continue my investigation?

Interviewing the Alleged Harasser

As noted, the employee who allegedly engaged in the harassing behavior should usually be interviewed last. This interview will be uncomfortable for the employee and the SHO regardless of whether the accused employee engaged in the alleged conduct. To avoid the need for a follow-up interview, it is important to have as much information as possible before this interview.

When interviewing an employee suspected of misconduct, they might be defensive. When opening the interview, the SHO should make clear that the agency has a legal obligation to investigate the matter and has not yet made any determination or judgments regarding the allegations. The SHO should also make clear that the SHO's role is to be neutral and unbiased and to find out what happened. The accused employee's perspective is part of information gathering and is needed before any conclusions can be reached.

As stated previously, the accused employee may be allowed to have a union or other representative present during the interview, although this should not unduly delay the interview process and SHOs are not required to permit such representative to disrupt the interview or answer questions during the interview on the employee's behalf.

Is the alleged harasser's participation in the interview voluntary? A SHO may encounter an alleged harasser who wants to avoid being interviewed. Before interviewing the alleged harasser(s), consult agency General Counsel on whether the accused employee should be compelled to participate in the investigation. Unless the case involves allegations of criminal conduct, their participation will usually be mandatory. However, this decision should be made by agency General Counsel.

The SHO also needs to plan the sequence of questions for the accused employee. The first series of questions should be simple, non-controversial questions that the employee can easily and willingly answer. This will establish ease and rapport, which may help to minimize any defensive tension that might otherwise occur.

The SHO must advise the employee of the accusations made against him or her. After preliminary introductions and questioning, the SHO must advise the accused employee(s) of the accusations made against them. Although the SHO does not need to identify the person who made the sexual harassment complaint, the SHO must allow the accused a fair opportunity to respond and thus may have to disclose the identity of the alleged victim or complainant.

When interviewing the accused, the SHO should outline the totality of the accusation and ask the accused for their response. Then, the SHO should walk through each event that comprises the harassment complaint and obtain specific responses for each event. The SHO must provide the accused employee an opportunity to offer explanations, denials, defenses and potential witnesses and documentation for each event discussed.

Sample Questions

- What is your typical workday or work week like? What time do you arrive? Leave?
What are your typical responsibilities? Where is your work station located?
- Do you supervise any employees? Who?
- How would you characterize your working relationship with direct reports? Coworkers?
- What is your relationship with [the alleged victim] like? How do you know him/her?
How long?
- [Tell the accused employee what misconduct is alleged or suspected.] What is your response to these allegations?
- Did these things happen? What happened? When? Where?
- How did [the alleged victim] respond? Did [he or she] indicate that your statements or actions were offensive? What did he or she say?
- Did anyone witness these incidents?
- Have you discussed or reported these incidents to anyone? Who?
- Have you kept any notes or journals about these incidents?
- [If the accused denies the allegations entirely:] Could another person have misunderstood your actions or statements? Do you think the allegations are made up?
Why?
- Have you ever used profane language in the workplace?

- Have you ever used sexually explicit or suggestive language in the workplace?
- Have you ever seen [the alleged victim] outside of work? Where? When?
- Have you ever had a social relationship with [the alleged victim]? A romantic relationship? Have you ever asked [the alleged victim] out on a date? What was the response?
- Have you ever been accused of workplace harassment? When? How was it resolved?
- Have you ever received training on sexual harassment in the workplace? When?
- Are you aware of the Mayor's policy concerning sexual harassment? What is your understanding of the Mayor's policy? How do you know about the policy?
- Are there others you can think of who might have information about these allegations?
- Do you know of any documents or other physical evidence I should be reviewing during the investigation? Were there any email communications?
- Is there anything else you think I need to know for purposes of this investigation?

Closing the Interview

After the SHO completes their interview questions, the SHO should review their notes of the interview and make sure all aspects of the allegation have been covered and responded to. The SHO should remind the interviewee about the District's anti-retaliation policies. Witnesses should also be asked to report any new information to the SHO immediately.

Alleged victims and alleged harassers must be advised of what to expect next. This includes informing them that they may be interviewed again if necessary.

Documenting the Interview

The investigator must document the interview after its conclusion. The investigator can complete documentation in one of two ways. If the interview is recorded (which is the best practice), the investigator can document the interview by creating a transcription of the audio. If the interview is not recorded, or transcription services are unavailable, the investigator can draft a "memo to file" summarizing what was asked, and what the witnesses said in the interview. (See Attachment 4: Sample Interview Summary).

Summaries are only useful if they are reliable. Therefore, it is vital that summaries be drafted immediately following the interview. If drafting the summary immediately is impractical, it must be drafted no more than 24 hours after the interview.

Interview documentation must include notes as to time and the length of any breaks or interruptions, who was present in the room, and copies of any handwritten notes. Handwritten notes must be signed and dated by the author.

Follow-Up Interviews

If credible and relevant information surfaces that implicates a previously interviewed witness, and that witness did not have an opportunity to provide comments or respond to that information, the SHO must conduct a follow-up interview.

If new accusations or defenses arise, the alleged victim and the alleged harasser(s) must have a fair opportunity to respond. Except when they are trivial, new developments of this nature require follow-up interviews of the necessary witnesses.

Step 6. Gather Documents and Physical Evidence

Throughout the interview process, the SHO may discover potential evidence. Evidence may include: emails, text messages, voice mail messages, letters, notes, journals, photographs, time and attendance records, building access records, video recordings, gifts, offensive objects, personnel records, policies, and other relevant items. The SHO must obtain evidence before, during and immediately following the interview process.

If a SHO requires assistance in obtaining evidence, he or she should consult agency General Counsel. If necessary, agency General Counsel may request e-mail, telephonic, and building access records from the Office of the Chief Technology Officer (OCTO) or Department of General Services (DGS). Moreover, agency General Counsel may be able to assist with securing other types of evidence, if needed.

Step 7. Evaluate the Evidence

Once the SHO has completed all interviews and obtained as much physical evidence as is available, the SHO must weigh the evidence and determine what happened based on the evidence. The SHO will need to evaluate the evidence by, for example, comparing and assessing statements made by witnesses (including assessing any information about witness credibility and reviewing witness statements for similarities and inconsistencies), reviewing the evidence for patterns and trends, and assessing the accuracy, completeness and reliability of documents and other physical evidence.

Standard of Proof. *The SHO must decide what the facts are in any given investigation. A “fact” is an actual event or circumstance established by the evidence.*

*The standard applied is a “preponderance of the evidence.” This means, that the evidence shows, more likely than not, that an alleged event or circumstance occurred. It is not enough that alleged conduct **could** have occurred. Instead, the SHO must determine that it is more likely than not that the alleged conduct **actually** occurred. Otherwise, the SHO must deem an allegation unsubstantiated.*

Assemble the Evidence

Before beginning the evaluation of evidence, the SHO should assemble the evidence into a logical order and label each item for easy reference in an appropriately indexed investigative file. At this stage, almost every piece of evidence should have been documented. Therefore, the easiest assembly is to arrange each document in chronological order, labeling each piece of

evidence in sequence as Exhibit 1, 2, 3 and so forth. Since the investigation plan is updated to include all evidence as the investigation progresses, it should be an easy matter to simply number the evidence listed in the plan.

Be sure to use a common identification method for all documents. A good practice is to use the format of “*Document Title*, document type/author (Date).” A sample list of evidence might look like the following:

1. *Karen Connor Appointment to Deputy Director*, SF-50 (April 1, 2012)
2. *Daniel Smith Appointment to Prog. Analyst*, SF-50 (March 15, 2013)
3. *2013 Performance Evaluation, Daniel Smith* (4 rating) (Dec. 1, 2013)
4. *2014 Performance Evaluation, Daniel Smith* (5 rating) (Dec. 7, 2014)
5. *Party Tonight?*, email message from Karen Connor to Daniel Smith, and his reply (Oct. 1, 2017)
6. *2017 Performance Evaluation, Daniel Smith* (2 rating) (Dec. 5, 2017)
7. *Interview of Daniel Smith*, transcription (Jan. 10, 2018)
8. *Interview of Samuel Adams*, transcription (Jan. 10, 2018)
9. *Interview of Karen Connor*, transcription (Jan. 11, 2018)
10. *Interview of Jack Daniels*, transcription (Jan 10, 2018)

Creditability

Sexual harassment investigations will invariably involve conflicting accounts of the same events. The SHO must consider each version of the facts and evaluate the credibility of competing evidence. When deciding the credibility of one version of events over another, the SHO should consider the factors below.

Creditability Considerations

- **Plausibility.** Which version of the facts makes the most sense? Does one version defy logic or common sense?
- **Direct Knowledge.** Did the witness see and hear the events they described, or does the witness rely on secondhand information? Secondhand information is typically less credible than firsthand knowledge.
- **Details.** How general or specific is the evidence? Specific details, particularly when supported by other evidence, are usually more credible than vague and unsubstantiated allegations.
- **Corroboration.** Are statements and other documents corroborated by other evidence?
- **Contradictions.** Are the witnesses’ statements inherently consistent? If a witness’ statements are inherently inconsistent, then their statements may be less credible.
- **Omissions.** Did any of the witnesses leave out details that they should have known/mentioned? If so, is the omission reasonable?

- **Prior Incidents.** Has the alleged victim made similar complaints in the past about others? Does the accused employee have a documented history of this type of misconduct?
- **Motive.** Do any of the witnesses have a motive to lie or exaggerate about the incident(s)? Do any of the witnesses have loyalty to or hold a grudge against any of the parties?
- **Credibility.** Do any of the witnesses have a history within the workplace that affects their credibility?

Authenticity of Evidence

Issues of authenticity pertain to when a particular piece of evidence is not what it appears to be. Information that a piece of evidence was forged or altered would raise an issue as to its authenticity. Evidence collected from records, databases or other reliable sources such as official agency files can be presumed authentic unless there is a specific reason to believe otherwise. Key pieces of evidence should be authenticated by witness testimony if possible. For example, if an employee sends a note, ask that employee if they did indeed send the note and have them identify the note on the record. If issues of authenticity arise, they must be resolved.

Tell the Story with the Facts

After assembling and assessing all the evidence, the SHO is ready to determine and list each relevant fact in the case. For this purpose, a statement is “factual” if it describes an event or a thing in a manner that does not require substantial interpretation or characterization. Best practice is to list each individual fact that is needed to explain to someone who has no knowledge of the case, who the parties are, what happened, and why it matters. List the facts in a sequence that makes sense (e.g., chronologically) and in a manner that tells a compelling story of events. For each fact listed, the SHO must cite all evidentiary support for that fact.

At this phase, the SHO is not stating conclusions or opinions. However, if a witness disputes a fact, the SHO must weigh the competing evidence and decide which version is most credible and more likely than not to be true. For disputed facts, the SHO will list the disputed fact, citing all the evidentiary support. The SHO must also note that the fact was in dispute, how it was in dispute, and how the SHO resolved the factual dispute, if possible. For each statement explaining the resolution of a disputed fact, the SHO must cite evidentiary support.

As noted, for each fact listed, the SHO must cite to the pieces of evidence that establish that fact. Factual listings should be as concise as possible. Undisputed facts should be no more than one sentence. Disputed facts should be no more than three sentences.

Step 8. Document the Investigation

Having fully investigated the matter, evaluated the evidence and listed the facts pertaining to the allegation(s), the SHO must reduce the totality of the investigation into a written investigation report. The SHO is expected to issue an investigation report to the agency Head, or his or her designee, within 60 days after a claim is reported to the agency. It is recommended that each

investigation report contain the elements listed below. A sample investigation report is attached for guidance.

Report Elements

- **Executive Summary.** The executive summary provides a concise summary of the entire report. It should state why an investigation was conducted, and list the high-level facts revealed by the evidence.
- **Scope of the Investigation.** This section outlines what the allegation was, how it came to the SHO, and the steps the SHO took to investigate the case. The steps taken should be a chronology of events within the investigation, including the date, time, and actions taken to further the investigation. List all of the witnesses interviewed, and the date and location of each interview in the chronology of events.
- **Documentary and Physical Evidence.** This section lists all of the documents and other physical evidence collected in support of the investigation.
- **Allegations and List of Facts.** This section lists the original allegations and the facts, as revealed from the evidence, relevant to each allegation.

Step 9. Next Steps After Reporting Outcome of Investigation

The SHO must share the investigation report with the agency head, or his or her designee, in order for the agency to issue its Notice of Findings and Conclusions. The SHO shall not provide the investigation report to the parties or witnesses involved in the investigation (nor to any other unauthorized party), as the investigation report is deliberative, may require additional work (as determined by the agency Head or designee), and does not constitute the agency's official findings regarding the matter investigated. If the SHO is unable to complete the investigation report within the 60-day period, the SHO must immediately notify the agency General Counsel.

Following review of the investigation report and determination of next steps, the agency head, or designee, shall authorize additional investigation if necessary or issue the Agency's Notice of Findings and Conclusions. The Agency's Notice of Findings and Conclusions shall be provided to the Mayor's Office of Legal Counsel (MOLC), the complainant, and the alleged harasser.

Based on the agency's findings and conclusions, the agency head or designee may need to take additional steps with the assistance of the agency General Counsel and the internal HR department. At minimum, an agency should ensure that its employees are trained, and if needed re-trained, on the agency's and District's sexual harassment or other policies. If an agency's policy is vague or contains gaps that may lead to confusion around appropriate employee conduct or work-related expectations, the agency should update its policies accordingly.

When the agency concludes that misconduct has occurred, agency General Counsel should ensure that prompt administrative action is taken by the agency. Please note that an employee who is found to have engaged in inappropriate conduct who is not terminated must attend mandatory sexual harassment training within sixty (60) days of his or her receiving notice of the finding. This training must be in addition to any disciplinary actions and must occur even if the employee has already received sexual harassment training.

In addition to imposing discipline on the employee found to have engaged in misconduct, the agency may also have an obligation to report credible violations of the District's Code of Conduct to the Board of Ethics and Government Accountability (BEGA). Such violations of the Code of Conduct may arise where the employee has engaged in ethical violations such as giving gifts to employees for sexual favors, bribing witnesses or potential reporters of sexual harassment, or using government resources to carry out the harassing behavior.

Q16 – Brochures & Publications

Q16a

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QUESTIONS:

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Services are available to DC residents age 18 or older who do not have a 4-year college degree and/or based on your income.

Q16b

BACK TO WORK DC



If you need help accessing job training, education, job placement, or other workforce services—connect with us at:

AMERICAN JOB CENTERS

Please visit does.dc.gov to confirm hours of operation and to schedule an appointment at an AJC center. For further information call **202-724-7000**.

American Job Center —Headquarters

4058 Minnesota Avenue NE
Washington, DC 20019

American Job Center—NW Frank D. Reeves Municipal Center

2000 14th Street NW
3rd Floor
Washington, DC 20009

American Job Center—SE

2330 Pomeroy Road SE
Washington, DC 20020

DISTRICT OF COLUMBIA HOUSING AUTHORITY

District of Columbia Housing Authority Envision Center

203 N Street SW
Washington, DC 20002

THE DEPARTMENT ON DISABILITY SERVICES

Rehabilitation Services Administration

202-442-8400 | 202-442-8613
dds.dc.gov
250 E St. SW
Washington, DC 20024

DEPARTMENT OF HUMAN SERVICES

Please call **202-671-4200** or visit dhs.dc.gov for additional information.

- SNAP Employment & Training (SNAP E&T) Program—
Call **202-535-1178** or e-mail us at dhs.snapet@dc.gov.
- TANF Employment & Education Program (TEP)—
Call the Office of Work Opportunity at **202-698-1860** or e-mail us at dhs.owo@dc.gov.
- Public Benefits—Apply for benefits online at dcbenefits.dhs.dc.gov or
via the District Direct mobile app. Call **202-727-5355** for benefits questions.

Anacostia Service Center (SNAP E&T, TEP, and Public Benefits)

2100 Martin Luther King Jr.
Avenue SE
Washington, DC 20020

Fort Davis Service Center (temporarily closed) (TEP and Public Benefits)

3851 Alabama Avenue SE
Washington, DC 20020

Taylor Street Service Center (temporarily closed) (Public Benefits only)

1207 Taylor Street NW
Washington, DC 20011

H Street Service Center (Public Benefits only)

645 H Street NE
Washington, DC 20002

Congress Heights Service Center (TEP and Public Benefits)

4049 South Capitol Street SW
Washington, DC 20032

OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION

Academy of Hope Adult PCS

202-269-6623
aohdc.org
2315 18th Place NE
Washington, DC 20018

Four Walls Development, Inc.

202-332-8022
fourwallsctec.org
1125 Neal Street NE
Washington, DC 20002

Southeast Welding Center, Inc

202-290-1370
southeastweldingacademy.org
1235 Kenilworth Avenue NE
Washington, DC 20019

Briya Public Charter School

202-232-7777
briya.org
100 Gallatin Street NE
Washington, DC 20009

Latin American Youth Center, Career Academy PCS

202-319-2150
latinamericanacademy.org
3224 16th Street NW
Washington, DC 20010

Youthbuild PCS

202-319-0141
youthbuildpcs.org
3220 16th Street NW
Washington, DC 20009

Catholic Community Services Catholic Charities

202-939-2400
catholiccharitiesdc.org
1618 Monroe Street NW
Washington, DC 20010

Opportunities Industrialization Center of DC

202-373-0330
oicdc.org
3707 Martin L. King Jr. Avenue SE
Washington, DC 20032

The Family Place

202-265-0149
familyplace.org
3309 16th Street NW
Washington, DC 20010

Congress Heights Training Center

202-563-5201
chctdc.org
3215 Martin Luther King, Jr.
Avenue SE
Washington, DC 20032

So Others Might Eat (SOME)

202-797-8806
soothersacademy.org
4430 Benning Road NE
Washington, DC 20019

YWCA National Capital Area

202-626-0705
ywcanca.org
2303 14th Street NW, Suite 100
Washington, DC 20009

DC ReEngagement Center

202-671-2539
backontrackdc.org
100 42nd Street NE
Washington, DC 20019

Q16c



DC WIC's Talent Development Technical Assistance Initiative

The cascading impacts of Covid-19 have dramatically changed the labor market as we know it, affecting both work environments and the needs of employees. Despite record-low unemployment rates in the US, many business owners have struggled to fill open positions. The reality of being chronically understaffed has made financial recovery challenging. To overcome these challenges, employers must adapt and change the way that they recruit and retain employees.

The DC Workforce Investment Council (DC WIC), is the District's state and local workforce investment board. Led by the private-sector, the WIC is responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an integrated and effective workforce investment system.

In 2023, the DC WIC developed the Talent Development Technical Assistance (TDTA) initiative to support District businesses in adopting inclusive, skills-based hiring practices. District Bridges was selected as the implementation partner and will help the DC WIC develop a suite of business-facing tools and resources, highlighting best practices to widen the talent pool, decrease recruitment and hiring time, reduce costs for training and employee onboarding, and improve retention rates. The TDTA initiative will provide both individual and cohort-based technical assistance and training to support successful implementation of inclusive hiring practices. Additionally, TDTA hopes to partner with community-based organizations across the city to collect data and feedback from small businesses on the needs and barriers they face to adopting inclusive skills-based hiring practices to inform future program and resource development.

To develop an integrated and effective workforce investment system, the voices of businesses of all sizes must be at the table, and DC's Main Streets and Business Improvement Districts are a vital part of making that possible.

Will you help us ensure the voices of small businesses in your corridors are heard?

Here's how you can partner with TDTA.

TDTA has developed a short survey that aims to understand the talent needs of small businesses, the challenges they are facing, and their current hiring practices to inform this work. District Bridges is requesting support from DC Main Streets and BIDs in disseminating this survey to collect data to inform the development of the training resources.

Additionally, TDTA is seeking your support to create a pilot cohort of small business owners to participate in the technical assistance and training and provide direct feedback on the resources being developed. Businesses in the TDTA pilot cohort will receive a stipend of \$4,000 for their participation and feedback on implementation of inclusive hiring practices.

For questions please contact us at skillsdc@districtbridges.org or 202-227-9559.

Outreach Partners Roles and Responsibilities

The exciting part of the Talent Development Technical Assistance grant is its ultimate goal is to invest in the Washington, DC economic ecosystem through directly investing in small businesses. The WIC recognizes the challenges and needs small businesses in the District are facing as well as the incredible organizations in the city that are working to address these challenges. Through this grant, The WIC hopes to help connect resources to the boots-on-the-ground organizations that are serving small businesses. The funding for this grant comes from American Rescue Plan Act (ARPA) funds that must be deployed by the end of the FY23 fiscal year. District Bridges and the WIC believe Main Street organizations and BIDs are best positioned to reach businesses and strengthen the connection between the resources the District has to offer and the direct needs of small businesses.

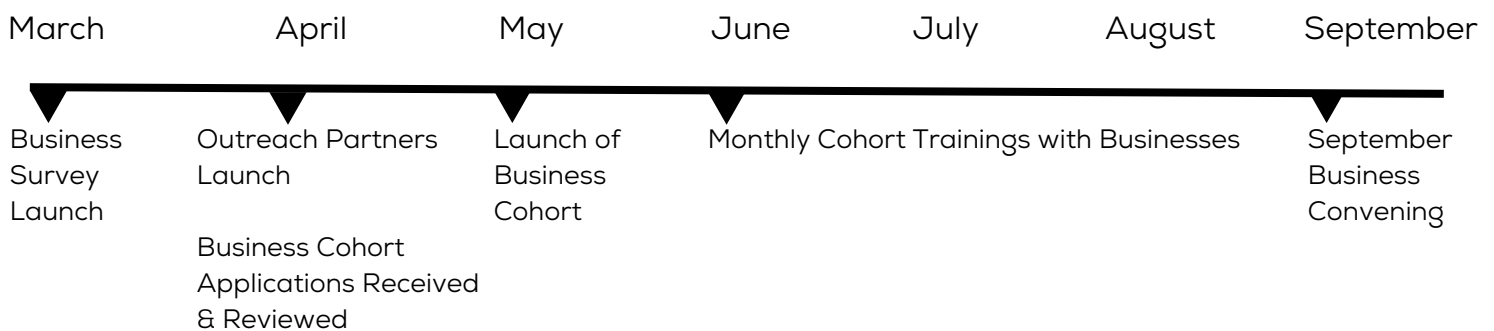
As an outreach partner of the TDTA grant your organization will receive:

- \$5,000 in unrestricted funds to support your outreach efforts
- In-kind software and training to implement Salesforce
- \$4,000 grant to each participating cohort business in your corridor
- Potential access to additional funds for your corridor businesses to implement skills-based inclusive hiring

As an outreach partner, you will support the TDTA grant by:

- Recruiting at least 10 businesses to participate in the September convening event
- Recruiting 5 applicants for the cohort training, each business will receive a \$4,000 stipend for completion
- Adopting SBTA for Salesforce and utilizing the platform for the collection and sharing of data
- Participating in an SBTA for Salesforce Training with District Bridges
- Conducting in-person outreach to businesses within your corridor informing them of the TDTA program
- Disseminating the business survey via subgrantees' business newsletter, social media channels, website, and hard copies during in-person outreach
- Providing feedback on the success of the program through a partner talk-back session

Project Timeline



Q16d

**DC Workforce Investment Council
Talent Development Technical Assistance Pilot
Case Study Outline**

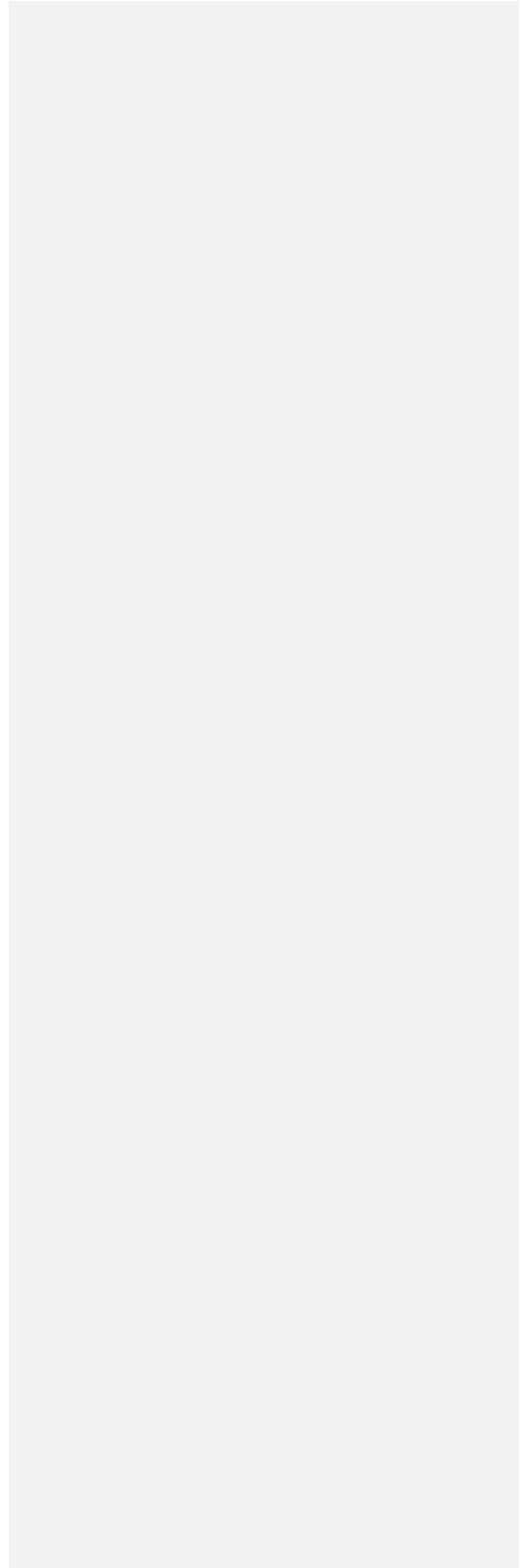


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Executive Summary

The Covid-19 pandemic dramatically reshaped the workforce ecosystem in Washington, DC, and across the country. As the DC business community has pursued recovery, the persistent worker shortage has continued to impact businesses in every sector. Chronic understaffing and high employee turnover has continued to stymie business recovery. In response to this unprecedented need, the DC Workforce Investment Council (WIC) released the Talent Development Technical Assistance (TDTA) RFP in the fall of 2022. The purpose of the grant was to support Washington, DC employers in adopting inclusive hiring and talent development practices in their businesses to help meet the unprecedented employment demand.

District Bridges was selected as the implementation partner for the TDTA pilot program, to support the WIC in developing a suite of business-facing tools and resources for District businesses and support them in connecting to the broader workforce ecosystem in the city.

Through the grant period, key highlights of the TDTA pilot included the following:

- Disseminated the TDTA business survey and recruited cohort members by leveraging the relationships and reach of 17 Main Street outreach partners to 3,167 businesses;
- Implemented District Bridges' custom-built Salesforce instance with all outreach partners to standardize data collection, reporting, and build the foundation for the Access Point partner platform, strengthening the small business support ecosystem;
- Developed 5 Skills-Based Hiring courses and associated workbook within the "Skills-Based Hiring Module" on Access Point, also be available on the WIC's website;
- Established a cohort of 60 businesses that participated in reviewing, testing, and providing feedback about the program, the trainings, and the accompanying resources.
- Launched an API integration between AccessPointDC.com and DC's open source data enabling the Access Point platform to directly pull business data into the platform to create robust business profiles which will enable partners to have a greater understanding of the businesses accessing content in the future.
- Tested the Access Point cohort capability to enable participants and administrators to interact with each other, ask questions, and engage within the platform;
- Finalized the beta testing for the partner platform which will enable the WIC to track granular data on the courses reach and engagement beyond the grant period;
- Held a Business Summit to formally launch the developed courses and create a networking opportunity for businesses and workforce partners; and
- Developed a train-the-trainer video training, slide deck, and training guide to support workforce development partners and the WIC team in supporting businesses in utilizing the tools and adopting skills-based hiring practices in the future.

Through the course of the pilot period, businesses expressed their interest and desire to adopt skills-based hiring practices but were also ready for the next step of how they connect to the workforce development partners in the DC ecosystem to get their open positions filled. While going into this pilot, it was understood what would be developed was only one piece of the larger ecosystem, the pilot served to validate the desire and need of the business community for more connection to the workforce ecosystem.

Introduction

In the fall of 2022, the DC Workforce Investment Council released an RFP for the Talent Development Technical Assistance pilot grant. The purpose of the grant was to develop a suite of business-facing tools and resources for District businesses to educate and support them in adopting skills-based hiring practices. The hope was that once businesses were educated and implementing skills-based hiring for their businesses they would be ready and able to connect to the existing workforce development partners in the city who are actively supporting DC residents in finding employment.

Recognizing the grant period was only nine months long, it was important that the tools and resources developed be foundational to enable the WIC to build upon the pilot using the resources to strengthen the workforce ecosystem. The core elements of the pilot program included the development of five skills-based hiring video courses and accompanying materials, testing the content utilizing a cohort of DC business owners, a business summit publicly launching the content, and the development of training materials for workforce development partners to leverage the tools in the future.

Case Study Approach

We used an exploratory approach to this case study. While there is a significant body of research that shows that skills-based hiring benefits businesses, the goal of this pilot program was to begin educating businesses about skills-based hiring and understand barriers to adoption and gaps within the current workforce ecosystem that make the connection between businesses looking to hire using the skills-based approach and the workforce development partners looking to place individuals looking for jobs here in the District.

Leading Organizations

DC Workforce Investment Council

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

The mission of the WIC is to lead with a sense of urgency to help create a fully integrated, comprehensive workforce development system that meets jobseeker and business needs; while ensuring accountability, high performance, coordination, transparency, and effective leadership at all levels.

The WIC Business Engagement Team is working to coordinate business services across the workforce system through sector partnerships, occupational skills development grants, LMI analysis and career pathway maps, SkillsDC resources, and training and skills development.

District Bridges

District Bridges is a community ecosystem development nonprofit, with a vision to thrive together in equitable, resilient, connected communities here in DC and beyond. The organization manages six of DC's 28 Main Street programs. Through these programs, we provide community-based economic development to over 1,500 small businesses across Washington, DC. In addition, to its six Main Street programs, which are hyper-local economic development programs, District Bridges serves businesses across the city through its custom-built online technical assistance platform, AccessPointDC.com.

Access Point DC was developed to build more accessibility and equity into the provision of business technical assistance in DC. The platform addresses the need for self-paced learning, limited time for in-person workshops, comprehension difficulties caused by language barriers, accessibility challenges due to disabilities, and the suspension of in-person technical assistance during the COVID-19 crisis. Access Point features content on a wide array of topics that are relevant to the growth and development of small businesses here in the District. The platform is free and available to anyone in the District from any data-enabled device.

Markle Foundation

One of the invaluable partnerships that the WIC established in advance of this pilot program was with the Markle Foundation and their Rework America Alliance. The Markle Foundation has developed a broad suite of tools and resources to support businesses and organizations nationwide in adopting inclusive hiring practices. These resources were generously shared with the WIC and District Bridges teams and were the foundation of the resources developed for the DC ecosystem through this pilot program.

Contextualizing Washington, DC's Workforce Ecosystem

In 2019 and 2020 the DC WIC conducted an environmental scan to collect and synthesize information on how workforce partners and employer partners were engaging, designing, and delivering business services to identify and ultimately address employer needs. One of the critical needs identified was a persistent worker shortage that was a direct result of the cascading impacts of the COVID-19 pandemic. The WIC has developed resources supporting job seekers and workforce development organizations and the next step of development within the workforce ecosystem was to better engage the business community to connect job seekers to jobs here in the District.

Another key finding from the environmental scan was that 40.5% of District residents do not have a bachelor's degree, but over 68% of job listings list a bachelor's degree or higher as a required credential. The TDTA grant aimed to educate businesses across the District about skills-based hiring in the hope that this knowledge would enable businesses owners to look at competency over credentials, ultimately opening more job opportunities up to residents without higher education degrees.

The TDTA grant was a timely initiative as it is a critical piece to developing a more integrated ecosystem. In 2022, the Mayor's Office of Planning and Economic Development released its

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2022-2027 Economic Strategy, called the DC Comeback Plan. The strategy outline six primary goals that the city would work to achieve by 2028. Two of the goals directly relate to the work that the TDTA grant sought to accomplish. Those goals include:

- Creating 35,000 new jobs in high-growth target sectors, and
- Increase economic prosperity in DC by lifting the median household income of Black residents by \$25,000.

For the city to achieve the ambitious goals of adding 35,000 new jobs to the market and increasing the economic prosperity by lifting the median household income Black residents by \$25,000, businesses in the District will need to create new jobs, launch new businesses, and increase the annual wage or hourly rate of employees. However, this growth cannot happen in a vacuum. The Office of the Deputy Mayor of Education's latest analysis adds a measure of pathway strength to support employers in accessing new pools of skilled talent and focusing on upskilling workers. This pathway strength analysis categorizes jobs based on job progression:

- Origin Jobs: Low-wage jobs with high unemployment among workers without a Bachelor's degrees
- Gateway Jobs: Good jobs proven to be accessible and best positioned for workers to build skills and advance economically
- Target Jobs: Middle- to higher-wage occupations that are resilient to automation and accessible based on job experience

The TDTA pilot initiative sought to engage businesses with "Gateway Jobs". By educating businesses with "Gateway Jobs" about the value and impact of skills-based hiring, the DC WIC anticipated an increase in the number of hires made using competencies rather than relying on credentials.

In addition to the strategic posture towards skills-based hiring the city has taken, DC WIC has also sought partnership with leading experts in the field of inclusive, skills-based hiring and workforce development ecosystem. The Markle Foundation and their Rework America Alliance served as an invaluable partner in the development of the TDTA pilot initiative. The Rework America Alliance, supports the end-to-end process of connecting workers to good jobs and is a nationwide collaboration of employers, non-profits, educators, government entities, and public and private organizations dedicated to helping unemployed and low-wage workers emerge from this crisis stronger. DC WIC was given access to a full library of tools and resources which served as the foundation for the development of the DC focused trainings and toolkits.

Washington, DC, like every other city in the nation, is still adapting to meet the new challenges and demands of an evolving workforce, since the COVID-19 pandemic. While there is significant work yet to be done, DC is on the cutting edge of developing the stakeholders within the ecosystem and pioneering new tools to achieve the ambitious goals it has set out to achieve. The TDTA pilot initiative is one important piece of the greater work and vision the DC WIC and the city at large is seeking to bring to fruition.

Commented [2]: Endnote 2: DC Comeback Plan

Pilot Program Tools and Strategies

Purpose & Deliverables

The purpose and scope of the grant was ambitious given the timeline. The core deliverables of the original grant agreement were the following:

- Landscape analyses and recommendations on best practices and model for implementation in the District.
- Development and professional production of program-related marketing and informational materials and content, including but not limited to one-pagers, presentations, and digital flyers.
- Development and professional production of business-facing toolkits, including an organizing framework for content, process checklists, linked or developed resources, assessments, and inclusive- hiring and talent development evaluation tools.
- Development of a business outreach target contact list and tracking information and outcomes for those referred to hiring resources
- Convening event with 150 employers in September 2023.
- Successful recruitment of at least 30 businesses to participate in a cohort to engage in technical assistance related to implementing inclusive hiring and talent development practices: management and implementation with the cohort, including technical assistance training plans for participating businesses.
- Training for businesses on inclusive and skills-based hiring, retention, and advancement practices, as needed and confirmed by the DC WIC.
- Provide at least 3-5 best practice and capacity-building trainings to workforce system partners.

In May, District Bridges was informed that additional funds were available to expand the pilot program. With the additional funds the grant deliverables expanded to include:

- Increasing the number of businesses participating in the cohort from 30 to 60;
- Developing 3 additional courses within the skills-based hiring training module for a total of 5 courses; and
- Launching the API integration with the cohort model on Access Point to enable better data tracking for WIC and the future launch of the partner platform;

Timeline

- Grant Award - 12/27/2022
- Grant Kick-off Meeting & Workplan Approval - 1/12/23
- First Disbursement of Funds - 3/7/23
- Launch of Content Development - 3/X/2023
- Main Street Partner Kick-off Meeting - 3/X/2023
- Launch of Outreach Strategy - April
- Outreach & Marketing - April - May
- Survey & Application Deadline - June 12th
- DC Chamber Event - 5/8/23
- Cohort Selection - June 21st
- Grant Expansion - May 4th

Commented [3]: Will create an Infographic of timeline in the final designed draft

- Content Filming - June 5th & 6th
- Content Launch - July 31st
- New Content Development/Filming - August 10th & 11th
- Cohort Kick-off Session - July 31st, Aug 1, 2
- Main Street Partner - Train the Trainer Session - August 13th
- In-person Cohort Training - August 14th
- Cohort Feedback Sessions - Aug 29th, 30th
- Summit Marketing - August - September
- New Content Launch - September 11th
- Summit - September 14th
- Train the Trainer Video - September
- Closeout & Reporting - September

Outreach Strategies

The outreach strategy for this program, leveraged the established and trusted relationships Main Street programs have with businesses within their corridors. Leveraging the reach and on-the-ground connect each Main Street director has, **outreach was done directly to 3,167 businesses in all eight wards** of the city. The Main Street partners encouraged businesses to take the survey and apply for the cohort, they also engaged with businesses to understand the challenges they were facing in regards to hiring. The outreach was conducted through direct in-person interactions, flyers, direct mail campaigns, digital media including Facebook, Instagram, Twitter, and LinkedIn, as well as through digital mailing lists maintained by each Main Street organization.

The number of businesses directly touched by outreach by our Main Street partners was validated by the total number of brick-and-mortar businesses within each partner's respective boundary. However, the digital reach of the seventeen partners is much broader. In total, our outreach partners have a collective digital reach of over **70,648 followers on Facebook and Instagram and 20,013 individuals between their online mailing lists**. While the social media followers and mailing lists are not exclusively made up of business owners, these outlets enable our outreach partners to reach businesses that may be fully remote or outside of the Main Street boundaries. Additionally, the collective reach of the outreach partners elevated the message of skills-based hiring throughout the entire ecosystem. Increasing the awareness of both businesses and the general public about the workforce ecosystem will serve to strengthen the system over time and enable better connections between partners to be established.

For many businesses, skills-based hiring is a new concept so our outreach strategy focused on helping businesses understand how the skills-based hiring framework could help them solve problems they were facing in attracting and retaining qualified employees. While the existing relationships with the Main Street organizations helped in connecting with businesses we also needed them to commit to participating in the program. To encourage participation we added financial incentives for businesses to complete the survey and participate in the cohort. For the survey respondents, we allocated \$500 as a small business grant for one respondent who would be chosen at random. The respondent who was selected was **J&J Mex Taqueria** from the

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Upper Georgia Avenue Main Street program. This business owner was not selected to participate in the cohort, however, upon the public release of the content this business owner created an Access Point profile and explored the trainings.

Under the original scope of the grant, we planned to provide businesses with a small stipend of \$1,000 to compensate for their time. When the grant was expanded, we discussed the potential of offering a wage stipend to businesses who hired during the grant period, however, given the short timeframe between when the businesses would be able to access the training content and make subsequent hires, wage stipends seemed unmanageable and hard to accurately report on. Instead, we opted to increase the stipend amount each cohort business was awarded to \$4,000 to support businesses in making financial investments in adopting the skills-based hiring framework.

For outreach and marketing for the SkillsDC Business Summit, we again leveraged the networks of our Main Street partners but also incorporated traditional marketing strategies to broaden the reach of the event. This strategy included paid advertising with Washington City Paper, Washington Business Journal, City Cast Podcast, Facebook and Instagram Ads, and the DC Chamber of Commerce newsletter. In addition to this paid advertising, the WIC team sent the event to DC agencies including: (add from Lillian). Following the completion of the TDTA pilot initiative an email blast was sent out to the registered attendees of the SkillsDC Business Summit, cohort businesses, and survey respondents encouraging them to explore the Skills-Based Hiring Courses on Access Point and to reach out to the WIC for additional support if they are interested in connecting with more resources here in DC.

Commented [5]: Get list from Lillian @brianne@districtbridges.org

Business Survey Strategy

In developing the Business Survey, the goal was to better understand the challenges businesses were facing in hiring and retaining qualified employees. We collected basic business information including name, contact information, location, and sector. We also developed a series of questions aimed at understanding each business's current staffing level, their hiring needs, any challenges they were facing in attracting employees, and their familiarity with the available resources in DC. The initial goal for responses was 100 businesses. We exceeded that target with 308 unique responses. While we did have responses from all eight wards of the city, the total responses per each ward mirrored the overarching business distribution and the number of outreach partners represented in each ward. Additionally, while there were some issues with the self-reporting of the business sector, there was a good distribution of businesses from various sectors.

Skills-Based Hiring Business Cohort Strategy

The business survey and cohort applications were open concurrently. We made it a requirement of the cohort application to also complete the business survey because of this requirement we decided to close the survey and application at the same time. There were a few businesses that submitted cohort applications but had not completed the survey. We attempted to cure those applications prior to the deadline but a few applications were deemed ineligible after the

deadline due to the lack of response from the businesses. Of the 308 responses to the business survey, there were 265 corresponding cohort applications.

To select the cohort, we developed selection criteria to ensure the businesses participating would be the best positioned to provide meaningful feedback and actively implement the strategies they would learn. The selection criteria included the following:

- Businesses needed to be actively hiring, prioritizing businesses with more open positions.
- Businesses offering opportunities for economic mobility. While businesses were not penalized for entry-level positions we sought to include businesses with various levels of roles and the opportunity for growth within the business.
- Distribution of sector and ward.

Ultimately, based on the applications received we selected 60 businesses and split these businesses into three cohorts of 20. The three cohorts were Retail & Hospitality, Health & Wellness, and DC Business. We tried to cluster the businesses into cohorts with other businesses similar to them. The goal of creating industry based cohorts was to give businesses an opportunity to interact with similar businesses who might be facing similar industry specific challenges. The DC Business cohort became a catch-all for those businesses that did not fit into the other two cohorts. However, we subsequently learned that the businesses enjoyed the opportunity to engage with the entire cohort rather than in industry specific groups. They cited that that cross pollination of ideas was valuable to them and outside of the cohort, they often would not have the opportunity to engage with such a wide variety of business sectors.

Once the cohort was selected the businesses were informed of their acceptance to the program and provided instructions on next steps. They were required to commit to a virtual kick-off session, complete the two courses on Access Point, attend the 1-day in-person training, and attend the virtual feedback session. At the virtual kick-off session, we walked participants through logging onto Access Point and navigating the platform, how to engage through the cohort, and the opportunity to meet one another. Following the kick-off meetings the participants were instructed to take the self-guided trainings on Access Point. We were able to verify through the platform that all the participants had completed the trainings and followed up with those that had not. All the participants completed the online training and all but two attended the in-person training session.

Content Delivery Strategy

Since 2018, District Bridges has been developing Access Point to be a one-stop resource for online technical assistance. The impetus for developing this platform came out of a direct need expressed by the businesses our Main Street programs were serving, namely the need for self-paced, accessible learning on a variety of topics. Over the years, we have continued to improve and add features to Access Point to make it not only an invaluable resource to businesses but also to partners in the business support ecosystem. We proposed using Access Point as the delivery platform for the skills-based hiring training course for several reasons. First, the platform is already being used by businesses as a tool to access technical assistance

digitally. Second, the platform enables us to track user data in a way that embedded links on a website will not allow. Third, we were able to develop and beta-test some new features including the API integration, the cohort feature, and the partner platform. These features will enable the WIC to track user data beyond the grant period and collect more complete user profiles to understand more about the businesses interested in this material.

All of the content and materials, including source files, developed through this pilot have also been provided directly to the WIC. The video content and workbook is already live on WIC's website. Leveraging these materials the WIC will be able to share, update, and repackage these materials in whatever way is most useful for the future.

TDTA Program Analysis

Outreach Impact & Analysis

In the post-cohort survey, we asked participants whether they were familiar with the DC Workforce Investment Council prior to this program. 83.3% of respondents indicated that they were not previously familiar with the DC WIC. While Washington, DC is a city rich with many valuable agencies and organizations ready to support businesses, one persistent challenge businesses face is the lack of knowledge about all the available resources at their disposal and how to access the appropriate resources for their specific business. Many businesses are on various mailing lists for agency alerts and newsletters, however, with so much support available and a multitude of stakeholders all vying for the attention of businesses it can be hard to move businesses from basic knowledge into action. This reality is particularly challenging for small businesses who have limited capacity. A high-touch relational approach is key to cutting through the noise to help businesses take advantage of the tools and resources that can help them most.

While the TDTA pilot was an excellent introduction to the WIC for businesses how they stay connected is yet to be determined. Part of the power of leveraging the relational approach that Main Street programs use is that the Main Street model ensures continuity and consistency of outreach and engagement with small businesses. Consistency is key when it comes to building a following and moving businesses to action. Currently, the WIC has little outreach mechanisms to share about opportunities that would benefit businesses. Now that businesses have learned about the WIC it will be important for WIC to scale up outreach and engagement efforts to keep the attention of businesses. Additionally, businesses need more help connecting with the workforce development ecosystem. Many of the businesses that participate in the cohort noted that either they didn't know about many of the agencies and workforce development resources available to them here in the District or that despite being aware of the resources did not know how to effectively access them and make them work for their businesses.

This pilot served as a springboard for the WIC to get on the radar of DC businesses and position the agency to be known as a resource and connector for businesses owners looking for tools to learn how to make skills-based hires here in DC. These businesses are now primed to connect with the workforce partners that can help them access the job seekers looking for positions.

Business Survey Analysis

The business survey was one of the initial outreach tools that outreach partners used to connect with businesses. The survey used Qualtrix as the survey software and included 19 questions for businesses to answer. The survey could be completed in under 15 minutes and all businesses that completed the survey had a chance to win a \$500 small business grant. In total there were 308 responses to the survey.

Ward Distribution

The survey reached businesses in all eight wards. The distribution of the business data reflects both the overarching business distribution across the city as well as the distribution of the outreach partners in the eight wards.

Ward 1	57	Ward 1	20.7%
Ward 2	53	Ward 2	19.3%
Ward 4	51	Ward 4	18.5%
Ward 5	43	Ward 5	15.6%
Ward 3	33	Ward 3	12.0%
Ward 6	33	Ward 6	12.0%
Ward 7	19	Ward 7	6.9%
Ward 8	15	Ward 8	5.5%

Industry Distribution

The survey asked businesses to self identify the industry or sector of their business. Within Qualtrix, we gave respondents the option to select multiple industries/secotrs. Ultimately, the question design was flawed and resulted in inaccurate results. In Qualtrix, the question was stated as follows:

Business Industry or Sector (Select all that Apply).

- Business industry
- Entertainment
- Financial Institution
- Government Agency
- Grocery
- Health & Wellness
- Hotel
- Information Technology
- Nonprofit, Personal Services
- Professional Services
- Real Estate
- Religious Institution
- Residential
- Restaurant & Bar
- Retail
- School
- Healthcare
- Construction
- Infrastructure
- Security & Law
- Other

While the intention of enabling respondents to pick multiple categories was to collect a more complete understanding of their business, we did not provide definitions of what was included in each industry and thus it was left to the business owners to interpret what category best fit their

business. Future surveys should limit the number of industry categories and provide definitions for each category to support businesses in accurately categorizing their business.

The District Bridges team reanalyzed the data and recategorized businesses that were inaccurately categorized. Upon this recategorization, 42% (116) of respondents were in the restaurant/hospitality industry. The next highest industry was retail at 22% (62) business respondents. This data demonstrates the realities of the current workforce challenges these two industries are facing.

Current Hiring

The survey also asked respondents if they were currently hiring. Of the respondents, 69.1% of the businesses were actively hiring. This response was in line with the background data collected at the city level. However, a subsequent question about whether their open positions required a bachelor's degree or other credential found that only 31.8% of open positions had such a requirement. This percentage is lower than the city level data showed. This result could be due to the prevalence of respondents from the retail and hospitality sectors, however, it is still notable as these sectors represent one of the high growth sectors where the city expects to see new job growth.

Survey respondents also reported on the difficulty they faced over the last year in hiring for their open positions. 55% of the respondents said that hiring had been somewhat difficult. 30.5% noted that hiring had been extremely difficult. And 14.5% reported they had little difficulty in hiring. Without cross referencing the data by sector this data matches the national data available on hiring trends. However, further analysis of this data would give more insight to the industry specific challenges. For some sectors, the changing desires of employees in a post-pandemic world does not match the structure of their business. There will likely be some readjustments both in the employment market as well as specific industries as they continue to adapt to meet the new market demands.

Seeking Support

Two of the final survey questions focused on the support that businesses were seeking from the WIC. We asked "Are you interested in receiving technical assistance related to implementing inclusive-hiring and talent development practices?" 88.8% of respondents stated that they were interested in receiving technical assistance.

The next question asked, "Are you interested in receiving more information about participating in a cohort of businesses who will receive support in implementing inclusive and skills-based best practices, including access to resources the District has to offer?" A total of 91% of respondents indicated that they were interested in receiving more information about this type of support.

These two questions, overwhelmingly show the desire and need of the business community here in DC.

Cohort Participant Feedback

The cohort members provided direct feedback about the content and resources developed through the TDTA grant through two virtual sessions, through written responses, and a post-cohort survey. The overarching feedback from the cohort was incredibly positive. The videos and full transcripts of the feedback sessions are linked below in the report resources. However, we have included within this report some responses that capture the overarching feedback received.

Two key takeaways from the feedback sessions were:

Participants overall agreed that they met their goal; most stated their goal was understanding skills-based hiring in the DC market; networking with other businesses and learning about additional resources the City has to offer.

Participants agreed that the Access Point training videos were extremely useful and were very clear on explaining what skills-based hiring is and why it is important. The majority of the participants weren't too familiar with this topic prior to the TDTA pilot program.

Most Useful Components

Here are some responses regarding their goals and the most useful component of the TDTA pilot program:

"I would say the most useful to me was learning more about what the city has to offer through this program because there were so many things that I was unaware of."

"My goal was to learn more about skills based hiring and how it can help me get staff. The most useful was getting Google certified, making connections, and the presentations were engaging and useful."

"I thoroughly enjoyed the video sessions, the training that we had to do prior to the on-site. I thought the speaker was really great. She was really engaging and she was able to give the information in comprehensive and digestible ways. I had a lot of aha moments and it built upon information that I already knew."

"I thoroughly enjoyed the video sessions, the training that we had to do prior to the on-site. I thought the speaker was really great. She was really engaging and she was able to give the information in comprehensive and digestible ways. I had a lot of aha moments and it built upon information that I already knew."

Hiring Challenges

We also asked businesses what some of the biggest challenges they were facing were. Participants stated finding the right people for their jobs, retention, and salary expectations were significant challenges. .

These are some of the things participants expressed as challenges and how the TDTA program helped them address those challenges:

“Finding people who have great work ethic. Finding people who want to work hard.”

“One of my biggest challenges is finding consistent dependable employees.”

“One of the challenges that we tend to face is compensation expectations and very unrealistic expectations.”

“The greatest challenge that I have is the level of commitment; the work ethic.”

“Greatest challenge for our restaurant is simply getting people to apply. We used to receive a dozen applications a week...now we're lucky if it's a dozen in six months.”

The cohort also shared what additional resources would be helpful for them in overcoming hiring challenges. The cohort members shared the following:

“A resource that would be helpful is really training the people who are applying for our positions of this new skill based, behavioral based format and change what we're doing with interviewing because even when we're looking at their resumes, their resumes are very generic, very basic, especially individuals who have DC government agencies helping them with building their resume. I think that their resumes could definitely be a lot stronger which will allow us to kind of filter through you know candidates that we think would be a very good fit for us. So right now there's kind of this mitch-match with what we're given and what we're trying to perform or conduct in the interviews.”

“The challenge is hiring the right person. It was very helpful to consider hiring staff based on their skills vs experience. Not everyone needs to have food service experience to work in it. We all have to start somewhere!”

“Biggest challenge is paying people what they need / what they deserve but keeping the business profitable and healthy. Grants that could go towards bonuses or pay increases for employees could be a good way to support the local small businesses.”

“Our biggest challenge is finding candidates with good customer service skills. A lot of things are teachable but finding people to treat people the right way is a challenge.”

Barriers to Implementation

The primary barriers mentioned by participants included funding and finding the right people

- Currently our only barrier is finding qualified applicants
- The barrier I have is the talent pool and their expected pay rate.

- Finding the money to support extra staff is a challenge.
- Funding for hiring.
- Barriers- finding the right person for the job
- I want to pay people hire rates to ensure commitment and to contribute to a better livelihood for my community.
- Would really like some talent pool support, maybe the city supports trail grants to bring staff in and then we pick up the pay once they are a good fit instead of wasting so much money
- The barriers I currently face that would cause me to not implement my TDTA training is funding. As a small business we have to compete with large corporate companies for employees and benefits.
- Time is the biggest barrier to implementing the knowledge gained from this training but it's all good information to have as we look forward to bringing on more staff.

Results

One of the primary goals of the TDTA pilot was for businesses by the end to have successfully made new hires with the knowledge they gained through the cohort. In the feedback session 18 participants responded that they had successfully hired staff since they joined the cohort for a total of 23 hired positions. Two participants mentioned having interviews the week after the feedback session (end of August). While 14 participants reported having not hired yet, they did indicate that they had made changes to their hiring practices to include the knowledge they gained through the cohort and were confident that they could implement what they had learned as they continued in their hiring process.

Challenges/Successes

Pilot initiatives always present significant challenges and opportunities and the TDTA Pilot was no different. The goals of the pilot were ambitious and the grant period was short with only nine months to complete the deliverables. Additionally, the grant was expanded mid-way through the grant period which presented new opportunities but even less time to achieve those expanded goals within. However, despite the shortness of time, the commitment and engagement of the WIC and District Bridges Teams and the Markle resources made these ambitious deliverables come to fruition.

After the grant was awarded, there was some staff turnover at the WIC creating some limitations on the WIC teams capacity which resulted in the delay of decisions or last minute changes. Fortunately, District Bridges is well accustomed to pilots and understand how fluid and nimble you must be to make deliverables happen in a changing environment. Despite the limitations on the WIC Team's internal staffing, our teams meet at least once a week to ensure deliverables were moving forward and we could make adjustments as needed.

The in-person training was a highlight for almost all of the business owners and the TDTA pilot team as well. The opportunity to network with one another was great. Businesses reported that

the opportunity to hear directly from staff from the WIC and DOES was incredibly valuable and they were interested in more opportunities for such engagement.

One disappointment during the grant period was the attendance of the Business Summit. Given the interest expressed by businesses about the subject and the engagement of the cohort, we anticipated 200+ businesses to be in attendance. While registration was showing promising numbers the night before the event, only 78 individuals attended the event. The low attendance was likely due to multiple factors. The event was held in mid-September which is the end of the city's fiscal year. This meant that many of the government partners we were hoping would attend and promote the event were too busy and unable to participate. Additionally, we marketed the event as a "Skills-based Hiring Training" Event. For the businesses that had participated in the cohort, this marketing may have de incentivized them from attending as they may have misunderstood that we were sharing new content not the content they had already received. For future events, it will be important to lean into the networking aspect of the event. That was what the businesses stated was the most valuable part of the in-person engagement. Businesses have indicated a desire for more in-person engagement but having the workforce system partners there to engage with businesses will be important in capturing businesses attention.

Ultimately, the training resources developed for businesses through this pilot were excellent and will have a lasting impact. Additionally, the testing the cohort feature of Access Point allowed us to fix some flaws before that rolls out later this fall. We are excited to be able to expand the partner platform to include the cohort capabilities. The WIC's willingness to serve as our first government partner on the partner platform is incredibly exciting as we strive to create more connection and strength to the workforce development ecosystem.

Key Recommendations

This pilot was an exciting and ambitious project which has resulted in the development of some critically important tools to support DC businesses in adopting skills-based hiring practices. As more and more businesses and industries adopt these practices, DC WIC has the opportunity to bring together the workforce system partners to strengthen the ecosystem and play an important role in enabling the city to meet its strategic goals. From the lessons learned through this pilot we offer the following recommendations for the DC WIC to best utilize the tools and resources developed through this initiative.

Connecting the Ecosystem Dots

Throughout the TDTA grant period, the outreach and marketing efforts focused on promoting "inclusive and skills-based hiring". While there was certainly interest in learning about inclusive skills-based hiring practices and the benefits these practices have for businesses, many businesses wanted more direct connection to the workforce development partners that have potential candidates readily available. Additionally, the Main Street organizations in the city serve as one of the most direct connection to business owners. Leveraging these relationships can increase the WIC's capacity to engage with businesses without requiring the time and effort direct outreach and relationship development requires.

Main Street organizations all have regular business newsletters that are sent out to businesses. In the future, if there are opportunities to share information with these organizations about workforce partners events, resources, or services, Main Streets can serve as an invaluable outreach partner.

Industry Specific Resources & Events

We learned through from the feedback sessions that some of the challenges that businesses were facing around hiring are Industry specific. Developing support for specific industries like industry specific hiring events or matching to industry specific workforce development partners would meet a need many businesses expressed. Marketing such events and opportunities to specific industries will also help with securing interest and ultimately attendance.

In-Person Networking & Hiring Events

The overwhelming feedback from cohort members was that they are seeking more opportunities for in-person networking events as well as hiring events. In a post-pandemic world, business owners are hungry for reconnecting to other businesses. The connection and support that businesses feel with one another was palpable at the in-person training. Creating opportunities to foster deeper connections between businesses as well as workforce system partners will serve to make more connections between job seekers and employers.

WIC Marketing

One of the critical ways to connect with business owners, particularly small business owners, is sharing the same message through a variety of mediums. Currently, the WIC does not have a social media presence or active business newsletter. The businesses who expressed interest in the TDTA pilot are seeking opportunities to further engage with the resources and partners WIC has access to. Developing a marketing strategy for the WIC will be important to keeping these connections warm and further engaging businesses in the future. Consistency is key so start small with what can be easily maintained by the existing WIC team will be important, as the WIC adds capacity those outreach efforts can be scaled accordingly. We also recommend leveraging existing partnerships to within the WIC's network to connect and engage their respective networks.

Continued Partnership Opportunities

District Bridges considered it an honor to partner with the WIC on this exciting pilot. We are excited to continue that partnership in the years to come. In particular, we are excited to continue working with the WIC in leveraging the content and materials developed through the TDTA pilot on Access Point and through the partner platform. We are also willing and existed to explore ways to support the WIC in connecting with Main Street organizations here in the District to leverage the resources available to DC businesses as they adopt skill-based hiring practices.

Conclusion

In conclusion, the Talent Development Technical Assistance Pilot was a success. Much was learned through the course of this pilot program. But perhaps most notable is the desire of businesses here in the District to adopt skills-based, inclusive hiring practices. We believe that fundamentally, the business community is bought into the values that underpin the skills-based hiring approach and see the value that it can have both for their businesses but also the greater

workforce system in DC. This pilot was only one piece of a larger puzzle, but with the tools and resources developed the DC WIC will be able to continue its work of investing in the DC workforce system but helping our city achieve it's ambitious economic goals.

References

1. [Workforce Champions Roundtable Presentation 9.22.22.pptx - Fair Shot DC Workforce Recovery Strategy](#)
2. [DC WIC Skills Based Hiring](#)
3. [DC Comeback Plan](#)
4. [Good Jobs Summit Principles Factsheet](#)
5. [DC WIC Businesses Services Scan](#)

Appendices

1. **Outreach Partners**
 - a. [Partners List](#)
 - b. [Partner Kick-off Meeting Slides](#)
 - c. [Partner Contract Template](#)
 - d. [Partner Outreach Materials](#)
2. **Survey & Application Collateral**
 - a. [Survey](#)
 - b. [Application](#)
3. **Business Survey Results**
 - a. [Business Survey Raw Data](#)
 - b. [Business Survey Qualtrix Analysis](#)
4. **DC Chamber Summit**
 - a. [Presentation](#)
5. **Cohort Application**
 - a. [Cohort Selection Criteria](#)
 - b. [Selection Process](#)
 - c. [Cohort Design](#)
6. **TDTA Pilot Kick-off & Feedback Sessions**
 - a. [Kick-off Presentation](#)
 - b. [Kick-off Video](#)
 - c. [Feedback Session Presentation](#)
 - d. [Feedback Session Questions](#)
 - e. Feedback Sessions [Video 1](#) | [Video 2](#)
 - f. [Full Written Feedback](#)

7. TDTA In-Person Training

- a. [Agenda](#)
- b. [Slide Deck](#)
- c. [Business Development Plan Template](#)
- d. [DME Business & Workforce Recovery One Pager](#)

8. TDTA Skills-Based Hiring Workbook

- a. [Full Workbook](#)
- b. [Individual Template Pages](#)

9. TDTA Video Links

- a. Attracting the Right Talent in DC - [Access Point](#) | [YouTube](#)
- b. Candidate Evaluation - [Access Point](#) | [YouTube](#)
- c. Skills-Based Candidate Selection - [Access Point](#) | [YouTube](#)
- d. Skills-Based Onboarding - [Access Point](#) | [YouTube](#)
- e. Skills-Based Development - [Access Point](#) | [YouTube](#)

10. TDTA Business Summit

- a. [Agenda](#)
- b. [Run of Show](#)
- c. Presentations
 - i. [Opening Plenary Slides](#)
 - ii. [Hospitality & Retail Slides](#)
 - iii. [Markle/WIC Slides](#)
 - iv. [Train the Trainer Slides](#)
- d. [Collateral Materials](#)
- e. [Photo Gallery](#)

11. TDTA Video

- a. [Raw Cut](#)
- b. Final Cut
- c. Social Media Clips [#1](#) | [#2](#) | [#3](#) |

During the reporting period, we created five video courses and a comprehensive workbook to support businesses in adopting inclusive skills-based hiring practices. Prior to the public release of these courses we conducted a survey of businesses and selected a cohort of businesses to take and test the courses and materials. This cohort of 60 business owners participated in a launch session, an in-person training day, and a post-cohort feedback session.

The courses developed were launched on Access Point, District Bridges online technical assistance platform. In addition to the creation of content, we were also able to beta test

a new API integration and cohort function of the platform which will enhance the partner platform that will launch in the fall of FY24. The API integration, enables Access Point to pull DC's open source data into the platform, creating robust business profiles. This will enable partners like the WIC to collect extensive data about the businesses that are accessing the content developed by the WIC and will enable the ability to engage with businesses in the future. The data collected can be downloaded in a csv file and is mapped to align with the WICs existing Salesforce platform. Additionally, the cohort function that was tested enabled the members of the three cohorts to engage with one another, ask questions, and interact with the content and content moderators in real-time. This interactive feature enables businesses that need additional help to actively seek it out utilizing the platform and helps partners to ensure businesses don't fall through the cracks and can be connected to in-person support when necessary. Perhaps the most exciting aspect of the enhancements tested during the performance period is what they will enable the WIC to track long after the grant period has ended. With the partner platform, the WIC will be able to track the engagement of these courses as long as they are on Access Point and will be able to collect meaningful data on the businesses that are accessing this content.

We also hosted a SkillsDC Business Summit on September 14th, where we hosted several sessions highlighting and educating about the skills-based hiring framework, launched the three additional courses, enabled businesses to network, and hosted a train-the-trainer workshop. The content in the train the trainer workshop will be provided to the WIC through a recorded video for the future and conducted with WIC staff.

The final deliverable of this grant is a case study highlighting what we've learned through the grant period and key recommendations for how to leverage the content and resources developed into the future to support the WIC and DC's inclusive hiring goals.

District Bridges leveraged its trusted relationships with businesses through its six Main Street programs. Additionally, we partnered with eight other Main Street organizations to leverage their existing relationships with businesses. While outreach was done to all businesses within the boundaries of the 17 Main Streets totaling over 3,000 individual businesses, business development plans pertaining directly to the TDTA content were developed for the 60 businesses that participated in the cohort.

Following the in-person training session when businesses had completed their business development plans the Main Street partners reached out to the businesses to follow up with them on next steps supporting them in pursuing the goals they identified in their business development plans.

Part of the reason the Main Street organizations were an important partner is that technical assistance is already part of their jobs so continuing to support the businesses that participated in the cohort would continue regardless of the next steps or available staffing within WIC directly.

Additionally, as part of this grant program, all of the Main Street partners have adopted District Bridges' Salesforce platform. This will enable all of the partners to collect and

report data in a standardized way and with strengthen the small business support and workforce development ecosystem. When the Access Point partner platform launches in fall FY24, the API integration will enable the partners to get notifications when a business within their Main Street boundaries signs up for Access Point and will give them information about what courses businesses are interested in and enable the businesses or the Main Street Directors, or Access Point Partners to reach out to support businesses directly should they need direct technical assistance beyond what is offered in the platform.

The train-the-trainer training video and how-to guide will also be a resource for future technical assistance providers who want to learn how to incorporate the inclusive skills-based hiring curriculum into the technical assistance support they offer to businesses.

The highlight both for the District Bridges team and the businesses that participated in the cohort was the in-person training. Almost all of the businesses commented on how refreshing it was to be in-person and feel the energy in the room. They also noted the value of networking. One exciting outcome that has since developed because of the in-person event was that two separate businesses have not only used the skills-based hiring framework to make a hire, but they partnered to share one employee across their two businesses ensuring the individual has full-time employment even though neither of these two businesses had a full-time position to employ this one person. This partnership demonstrated the value of networking and the impact of the skills-based hiring framework in terms of getting businesses to think more creatively and inclusively about hiring.

A trend that emerged through the grant period was that there was not much, if any, pushback from businesses about the value of inclusive, skills-based hiring. However, the hiring needs of businesses in different industries were significant. From feedback provided by businesses following the in-person training businesses articulated that they felt the data shared was skewed and did not represent their experiences. In particular, the average hourly rate was one data point businesses felt was far off the mark. We believe that this could have been due to the average size of the businesses that participated in the cohort as compared to the size of all the employers in the District, however, addressing the growth and recovery of businesses that are still making up ground post-pandemic will be critical to the city meeting its targets outlined in the Come Back Plan.

Two challenges we faced during the grant period include the scope and scale of the project in relation to the available time within the grant period. The grant agreement was signed in January and the first disbursement was not paid until March, which delayed our ability to start the production of the courses. Additionally, this short timeline and the need to coordinate and have all communications approved by EOM meant that the promotion and advertising of the program were truncated. While we were able to deliver all of the deliverables outlined in the grant, we missed the target on attendance for the business summit. We believe a longer horizon for marketing this event and broader workforce partner engagement and DC agency engagement would have helped. However, the foundation and tools are built and will be able to be leveraged in the future.

Another challenge, we faced was helping businesses connect to the ecosystem. The focus of the grant was to develop the tools to support businesses in learning and adopting skills-based practices, but for the businesses that did, they immediately wanted to connect to the DC workforce partners who have job seekers. This is perhaps a great problem to have because it proves the value of the training developed and makes the case for investing in a stronger more connected ecosystem.

The businesses that participated in the cohort were all very engaged. They were excited to learn about the WIC, District Bridges, and Access Point and start to implement the tools they learned about. They were also very eager to connect with one another. There was a good level of engagement on Access Point including them creating their own spreadsheet to share contact information with each other. This is a proof point that in-person engagement is something businesses are looking for and would be a valuable thing to incorporate in future trainings for the WIC.

**Q17 – Studies,
Research Papers
& Reports**

Q17a

District Of Columbia High-demand Sectors

July 13, 2023



WELCOME BACK & INTRODUCTIONS



DISTRICT OF COLUMBIA HIGH-DEMAND SECTORS METHODOLOGY



Methodology Background

The Workforce Innovation and Opportunity Act (WIOA), which was enacted in 2014 and takes effect on July 1, 2015, directs state and local workforce systems to identify in-demand industry sectors and high-demand occupations and develop sector-focused workforce initiatives.

2015

- The Workforce Investment Council (WIC) in collaboration with the Department of Employment Services (DOES) created the High Demand Sector List in 2015 to reflect demand in key sectors and groups of occupations from 2012 to 2022, which were reflected in the last two WIOA State plans.

2023

- The Workforce Investment Council (WIC) is proposing an update to the current High-Demand Sectors and Occupations List to align with the timeline of the WIA State Plan.

Reference:

Workforce Innovation and Opportunity Act: Section 3, 108,129 134, and 181; TEGL 19-14



Background

Reference:

Workforce Innovation and Opportunity Act: Section 3, 108,129 134, and 181; TEGL 19-14

Background:

The Workforce Innovation and Opportunity Act (WIOA) presents an extraordinary opportunity to improve job and career options for the District of Columbia's workers and job seekers through an integrated, job-driven public workforce system that links diverse talent to businesses. It supports the development of strong, vibrant regional economies where businesses thrive and people want and people want to live and work.



Background

The Workforce Investment Council (WIC) in collaboration with the Department of Employment Services (DOES) created the High Demand Sector List in 2015 to reflect demand in key sectors and groups of occupations from **2012 to 2022**, which were reflected in the last two WIOA State plans.

The original alignment was focused on jobseekers' skills, abilities, and education, this new plan will shift from being driven by jobseekers' education and experience to the needs of the businesses in the District of Columbia, which is in direct line with WIOA.

Existing High Demand Sector

1. Business and Information Technology
2. Hospitality
3. Security and Law
4. Healthcare
5. Construction
6. Infrastructure*

Note: Infrastructure was added in 2017 due to the increase of employment opportunities within the utilities industry.



WIOA High-Demand Industry Sector

Definition: An industry sector that has a substantial current or potential impact on the state, regional, or local economy, while contributing to the growth or stability of other supporting businesses or industry sectors.

Characteristics of an In-Demand Industry Sector:

- **Economic Impact:** The sector significantly contributes to the economy at the state, regional, or local level.
- **Economic Self-Sufficiency:** Jobs within the sector lead to financial independence and stability for individuals.
- **Opportunities for Advancement:** The sector offers prospects for career growth and development.
- **Support to Other Businesses:** The sector contributes to the growth and stability of other supporting businesses.
- **Catalyst for Industry Growth:** The sector fosters the expansion of other industry sectors.

NAICS Codes: Information Technology NAICS 541000 - Professional, Scientific, and Technical Services



WIOA In-Demand Occupation

Definition: A demand occupation that currently has or is projected to have a significant number of positions in an industry sector, contributing to the state, regional, or local economy.

Characteristics of an In-Demand Occupation:

- **Economic Self-Sufficiency:** Jobs in this occupation lead to financial independence and stability.
- **Opportunities for Advancement:** The occupation offers prospects for career growth and development.
- **Significant Impact:** The occupation has a substantial influence on the economy at the state, regional, or local level.

SOC Codes: Information Technology SOC – 22 Occupational Area



Previous Methodology for Establishing DC's High-Demand Sectors

Step 1:

Ran a list of occupations in DC with a minimum wage of \$13.80 per hour or higher and with 50 job openings per year.

Step 2:

Sort the occupations list by ONET zones, which were grouped 1-2, 3, 4-5

Step 3:

Overlaid the Career Clusters developed by the National Association for State Directors of Career Technical Education Consortium (NASDCTEC). The clusters that account for a large majority of all projected job openings in Job Zone Categories 1-2 and 3 were selected as the High-Demand Sectors for use in the updated Demand Occupations List.



Proposed Criterion for New High Growth Industry Sectors

Geographic Coverage

- Used labor market data for the District only, rather than the broader Washington Metropolitan Statistical Area (MSA), to assess occupational demand. Based on an analysis of U.S. Census Bureau data, WIC staff determined that over 73 percent of all employed District residents work within the District; and that the vast majority of those working outside the District work in municipalities directly bordering the District, rather than the broader MSA



Revised Methodology for Establishing DC's High-Demand Sectors

Step 1: Review Total Occupations

- Used labor market data for DC only, rather than the broader Washington Metropolitan Statistical Area (MSA), to assess occupational demand

Step 2: Review Total Occupations

- Filtered Lightcast Occupation table data for 2023 to 2028 by U.S. Department of Labor's (DOL) Bureau of Labor Statistics (BLS) Standard Occupational Classification (SOC) codes. We used the 6-digit level in developing initial analyses.
- 722 SOC occupational titles were identified

Step 3: Filter by High-Demand Definition

- Filtered the 722 SOC occupational titles by those with 50 or more openings annually (high-demand).
- 146 SOC occupational titles in the District.



Revised Methodology for Establishing DC's High-Demand Sectors

Step 4: Filter by DC Living Wage /Self-Sufficiency Standard

- 145 occupations were identified in the District with 50 or more openings annually and a minimum wage of \$17.00 or more per hour (July 2023 wage, set by the LIVING WAGE ACT OF 2006 and administered via DOES' Office of Wage and Hour Compliance.)

Step 4: Group by Industry and Sector

- Filtered the 145 by the North American Industry Classification System (NAICS) framework to classify positions into industries.
- Identified industries were then grouped into 8 High-Demand Sectors



Proposed Methodology

1. Occupations in DC with a minimum wage of \$17.00 per hour or higher with 50 or more openings annually.
2. Filtered all the District occupations data set by NAICS codes
3. Grouped NAICS codes to create High Demand Sectors List
4. Sort the occupations list using ONET zone descriptions.

Rational

- The minimum wage has changed since 2015
- Using NAICS Codes focuses the Industries to be more Demand-driven
- The previous focus on Occupations in Zones 1-3 created a Supply-driven High-Demand Sectors List. Current Zone breakdown will be used for determining High Demand Occupations and developing Career Pathway Maps.



Mayor's 2023 to 2028 Comeback Plan

- Create 35,000 new jobs in high-growth target sectors, which will include increasing apprenticeship programs and filling gaps in training and credentialing;
- Increase economic prosperity in DC by lifting the median household income of Black residents by \$25,000.

Targeted Sectors for High-Growth Target Sectors includes:

 **Education and Research**

 **Consulting Services**

 **Life Sciences and HealthTech**

 **Communications and Design**

 **Hospitality, Tourism, and Entertainment**

 **Technology (e.g., Cybersecurity, AI)**



Alignment to Mayor's Comeback Plan Goals

Mayor's Comeback Plan Goal

- Create 35,000 New Jobs within high-growth target sectors
- Close wage gap by increasing Median income to \$78,000 annually
- Includes six, "High-Growth" target sectors

WIC's Industry Analysis

- 34,750 could be available in the proposed sectors
- The average wage for the occupations in the proposed sectors is \$41.34 per hour or \$85,000* annually
- All six of the Mayor's high-growth target sectors are included in the 8 proposed High-Demand Sectors.



Current High-Demand Industries Regional Comparison



Washington, DC

- Business & Information Technology
- Construction
- **Healthcare**
- Hospitality and Tourism
- Infrastructure
- Security and Law



Maryland

- Agriculture and Forestry
- Biotechnology
- Construction
- Distribution, Warehousing, and Transportation
- **Healthcare**
- Hospitality and Tourism



Virginia

- Advanced Manufacturing
- Agriculture and Forestry
- Energy
- Federal Government
- **Healthcare**
- Information Technology
- Logistics
- Professional Business Services



Proposed FY24 DC High-Demand Sectors



Business and Office Administration




Hospitality, Retail, Tourism and Entertainment

Construction



Information Technology



Education



Security and Law Enforcement

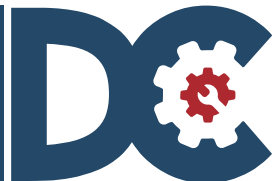
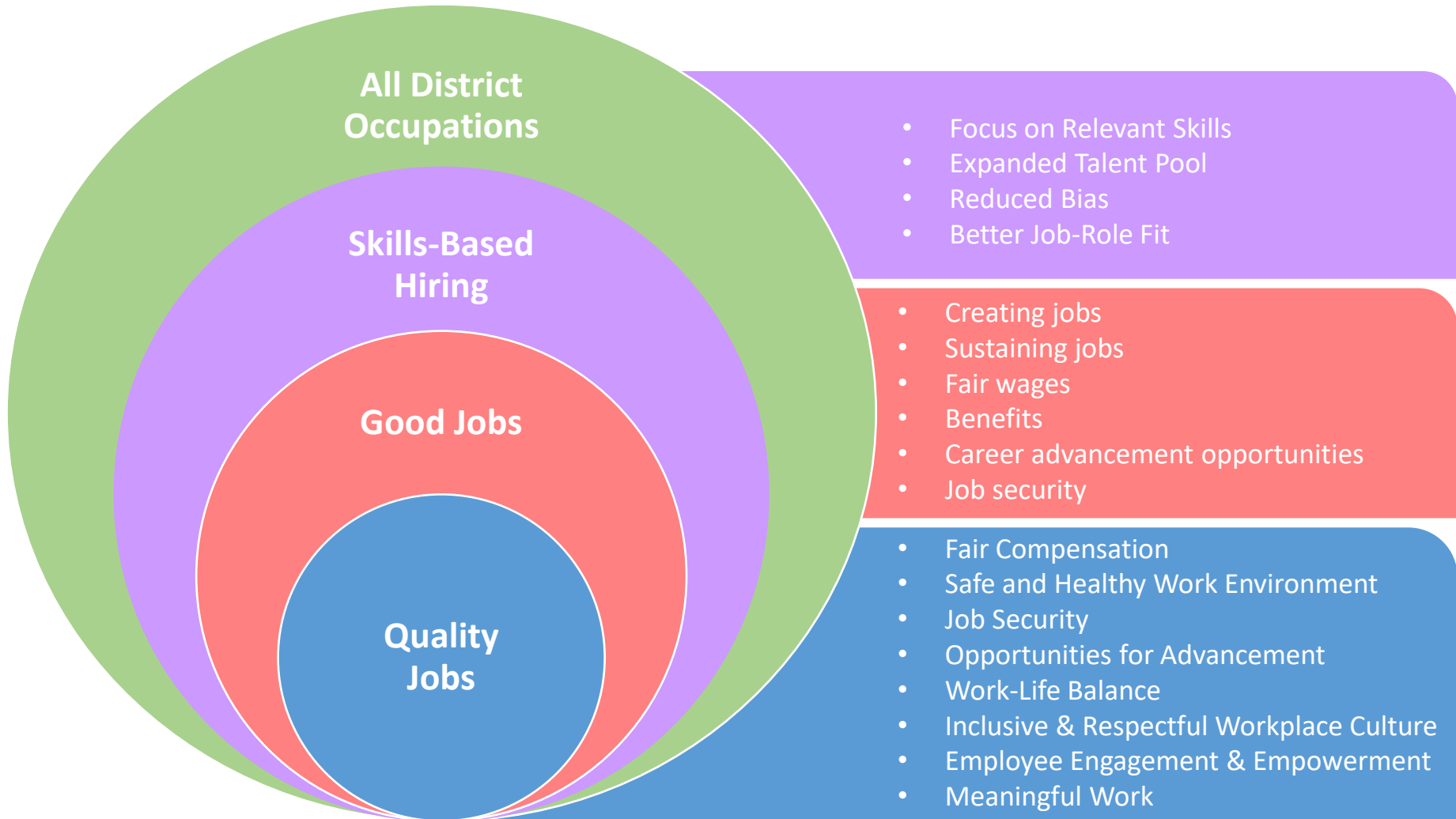
Healthcare



Transportation, Infrastructure and Utilities



Possible Future Analysis



Draft Timeline Plan

**April 2023
to May
2023**

- Reviewed previous methodology
- Research updated definitions and criteria
- Conducted a preliminary Analysis of In-Demand Sectors

**June 2023
to August
2023**

- WIOA Working Group Presentation
- Engaged Core Partners to refine draft recommendations
- Steering Committee's Review
- Draft Career Pathway Maps

**September
2023 to
November
2023**

- Career Pathway Maps Focus Groups
- Finalize Career Pathway Maps and Analyses
- Draft Language for the State Plan
- Submit Draft Information for State Plan



Questions?



Q17b



Empowering DC Businesses to Use Inclusive,
Skills-based Hiring



Suzanne Towns
Deputy Executive Director



Max Gibbons
Manager of Employer Partnerships
& Skills-Based Practices



Brianne Dornbush
Executive Director



About the DC WIC



The DC Workforce Investment Council (WIC) is a private-sector-led board responsible for advising the Mayor, Council, and District government on the development, implementation, and continuous improvement of an effective workforce system.

The mission of the WIC is to lead with a sense of urgency to help create a fully integrated, comprehensive workforce development system that meets job seeker and business needs; while ensuring accountability, high performance, coordination, transparency, and effective leadership at all levels.

Reimagining Our Workforce System

Mayor Bowser has invested \$55M in FY23 to reimagine our workforce system through a focus on equity and employer demand.

Expand paid opportunities to learn at work

Prioritize an employer-driven workforce training system

Apprenticeships
for youth, adults,
and for roles in DC
government

**Subsidized
employment**
for residents
with barriers to
employment

**On-the-job
training**
funding for
residents

**Additional
seats for SYEP**
that combine
academic
acceleration +
workforce
preparation

**DC
Infrastructure
Academy**
expansion

**Employer-
led
training
grants** to
create new
programs
that meet
business
needs

Launch of
training
through the
**Vitality
Fund**

DC WIC Resources

- **Business Engagement Team** helps to coordinate access to business-facing information, resources and services across the District
- **Career Coach DC** provides free career coaching services to empower and support residents in achieving employment and education success. (launched in partnership with Markle Foundation)
- **Career Pathways Maps** assist individuals to make informed decisions about their career choices and guide them toward achieving their professional goals.
- **Employer Partnership Grants** created to assist employers create new training programs or enhance existing programs to meet the needs of their workforce and industry.
- **Healthcare and IT Sector Partnerships** align education and training programs with the needs of employers in high-growth industries to ensure that individuals have the skills and training required for in-demand jobs.
- **Labor Market Information** aims to provide individuals, businesses, policymakers, and workforce development professionals with accurate and up-to-date information about local and regional labor markets.
- **Occupational Skills Training Grants** support partnerships between employers and training providers to develop and implement training programs that lead to industry-recognized credentials and career advancement for participants.
- **Talent Development Technical Assistance** helps maximize the potential of talent in the District and supports an inclusive economic recovery. (launched in partnership with Markle Foundation)

Why Is Skills-Based Hiring Important For DC Businesses?

- Increases Equity
- Reduces Bias
- 42% More Responses to Job Postings
- 2.5x More Engagement on Postings
- 5x Better Hiring
- More Diverse Organizations Outperform Their Peers by 80%
- Improves Retention

The Opportunity

- Employees without a four-year degree stay 34% longer than employees with such a degree, according to new LinkedIn data.
- 94% of employees say that they would stay at a company longer if it invested in their career development
- Employees who feel that their skills are not being put to good use in their current job are 10x more likely to be looking for a new job than those who feel that their skills are being put to good use.
- Skills training is one of the top perks younger workers look for in a new job, according to a 2021 Gallup survey. 66 percent of workers ages 18-24 ranked learning new skills as the third-most important perk when evaluating new job opportunities, behind only health insurance and disability benefits.

What Is Inclusive, Skills-Based Hiring?

Skills-based hiring is a recruitment approach that focuses on evaluating candidates based on their skills, rather than on their education or past work experience. Three key practices that allow you to hire the most competent candidates include:

- Removing credential requirements when possible
- Using competencies specific to the job
- Reducing bias

Why Is It Important?

- Sets a solid foundation for the overall talent management process
- Increase your quality of hire
- Expand your talent pool
- Reduce bias and increase talent pipeline diversity
- Improve employee retention

Trends in the DC Labor Market



- The Covid-19 pandemic has drastically shifted the way people think about how and where they work.
- In a recent analysis of the DC labor market, there were over 150,000 open positions across industries.
- 75% of new jobs require a bachelor's degree, while only 59% of workers here in DC have one.
- District residents with no college education had a 25% lower labor force participation rate, and 5x higher rate of unemployment than those with a bachelor's/advanced degree.

Talent Development Technical Assistance (TDTA)



To help maximize the potential of talent in the District and support our economic recovery, the DC WIC is launching the *Talent Development Technical Assistance (TDTA) initiative*.

The goals of TDTA are to:

- *Increase in the number of District employers who implement inclusive talent development practices, resulting in stronger business and economic growth.*
- *Ensure more District residents without a four-year college degree obtain employment in high-demand, “Good Jobs”.*

District Bridges was selected as the TDTA implementation partner in collaboration with the DC WIC is developing a suite of business-facing, inclusive hiring tools, and resources, and provide individual and cohort-based technical assistance to District employers.

Talent Development Technical Assistance Pilot

GOAL: To invest in the workforce development ecosystem by equipping DC businesses and business technical assistance providers with tools and training to adopt skills-based, inclusive hiring practices.

How: The DC WIC in partnership with District Bridges are developing a suite of trainings and tools that will empower DC businesses to implement inclusive, skills-based hiring practices. Over the next five month pilot the tools and trainings will be tested through a cohort model to ensure they can meet the practical needs of District employers who are seeking to hire through the skills-based methodology.

Business Survey

**Cohort Training &
Individual Training**

**Small Business
Support Partners**

**Development of
Online Training &
Toolkits**

Take Our Business Survey



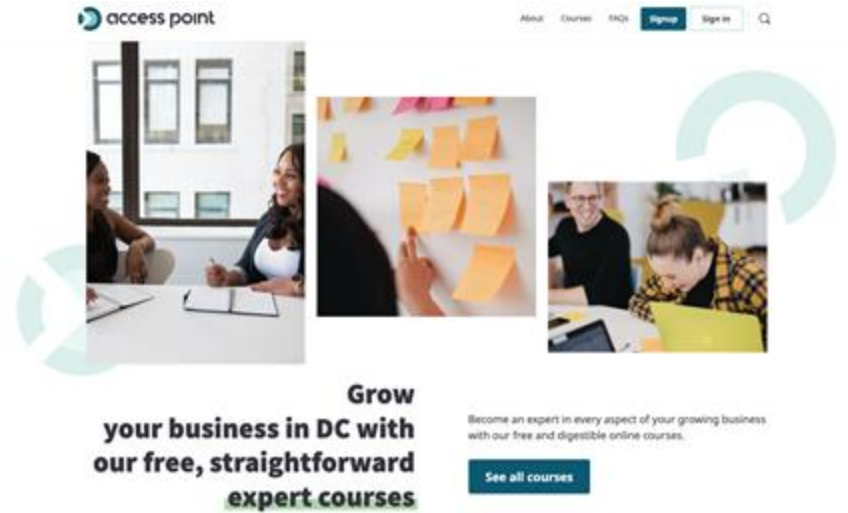
DC Business Owners:

Take our business
survey and be entered
to receive a \$500
business grant



TDTA Training & Toolkits

- Video Content on AccessPointDC.com
 - Attracting the Right Talent
 - Candidate Evaluation
- Downloadable Toolkits
- In-Person Training
- Train the Trainer Model for Small Business Support Organizations



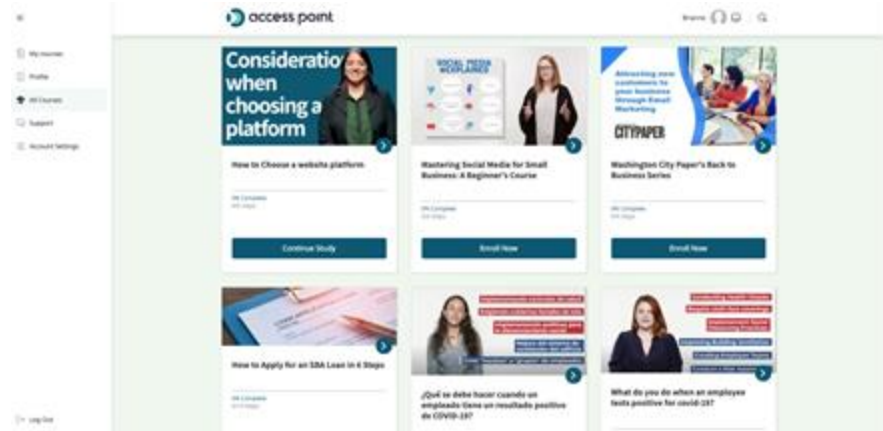
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¿Qué se debe hacer cuando un empleado tiene un resultado positivo de COVID-19?

¿Qué se debe hacer cuando un empleado tiene un resultado positivo de COVID-19?

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What do you do when an employee tests positive for covid-19?

What do you do when an employee tests positive for covid-19?

[Enroll Now](#)

Apply for the Cohort Today!

Cohort Participants Receive:

- Access to online training & toolkits
- Two virtual trainings
- One half day in-person training
- \$4,000 stipend



REWORK AMERICA
ALLIANCE
A MARKLE INITIATIVE

ASU Arizona State University



AFL-CIO
AMERICA'S UNIONS



Center for Employment Opportunities



COLORADO
COMMUNITY COLLEGE SYSTEM



Federal Reserve
Bank of Atlanta



GRADS of LIFE



McKinsey & Company



NAACP



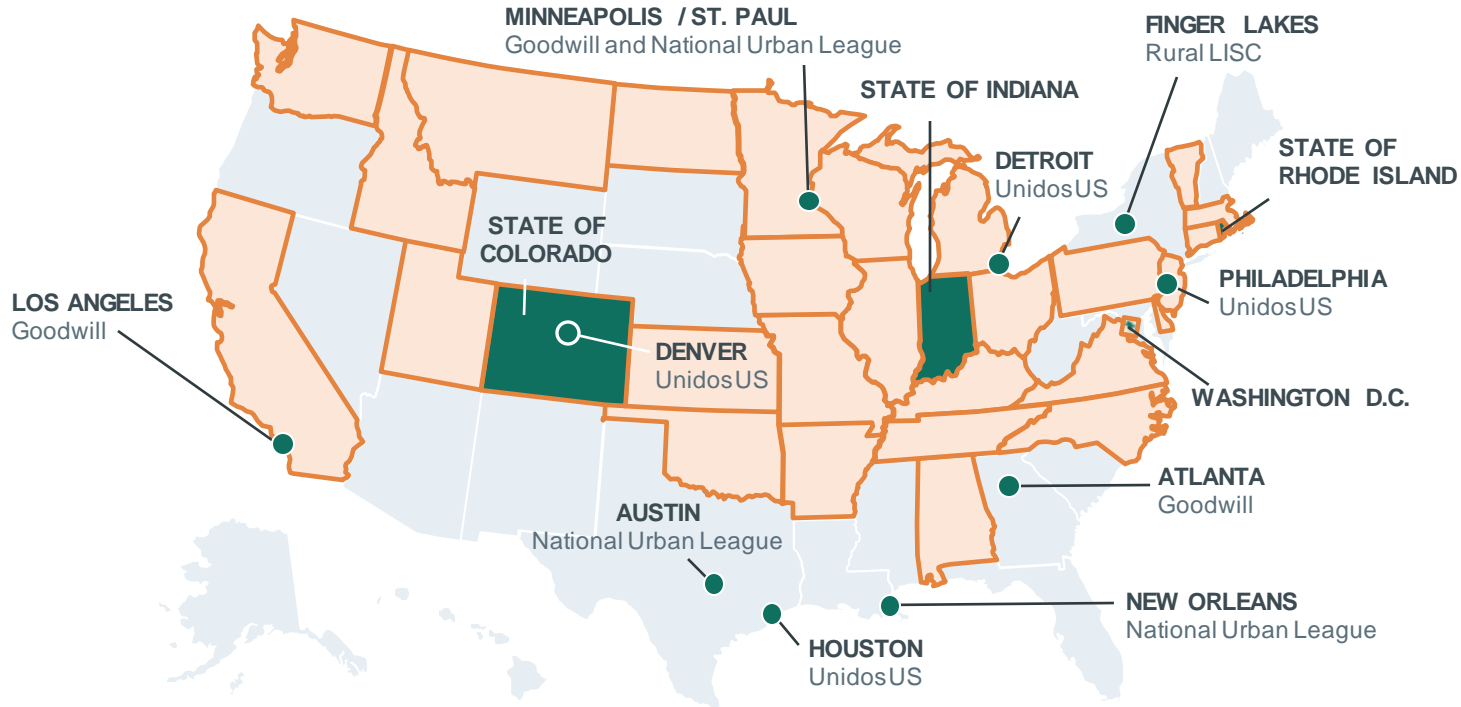
RURAL LISC



WIPFLI



The Rework America Alliance Continues to Expand



● Rework America Alliance Key Cities / States

□ Rework America State Network

The Alliance is focusing on skills to unlock opportunities

A Skills-Based Approach:

- **Focuses on the specific skills needed to succeed in a job, not proxies.**
- **Recognizes there are many ways to acquire knowledge, skills, and abilities.**
- **Can help more people to access good jobs with a focus on skills**
- **Helps employers to fill open roles and build a more robust workforce**
- **Should be applied to the entire talent management process, not just hiring.**



Employers benefit from adopting a skills-based approach



14%

more applications per view

Jobs that **highlight “responsibilities” instead of “requirements”** in postings get 14% more applications per view



34%

better retention

Employees without a 4-year degree tend to **stay 34% longer** than employees with a degree



70%

increase in productivity

Effective onboarding programs **increase productivity by over 70% and retention by up to 82%**



5x

better hiring

Hiring for skills is 5x more predictive of job performance than hiring for education and 2.5x more predictive than hiring for work experience



80%

outperformance of peers

Fair screening can reduce bias, which may lead to more diverse teams. **Diverse teams outperform their peers by 80%**



42%

more responses

Job descriptions that use more inclusive language **led to 42% more responses and a two week faster hiring time** than those with less inclusive language

Panel Discussion

Take Our Business Survey



DC Business Owners:

Take our business
survey and be entered
to receive a \$500
business grant



Q17c

Annual Health Care Occupations Report

DC Health Care Workforce Partnership

2023



Preface

As envisioned, the *Annual Health Care Occupations Report* continues to play a significant role in influencing and advising the work of the DC Health Care Workforce Partnership (Partnership) as well as that of the DC Workforce Investment Council (WIC). The first report analyzed the District's health care industry; identified and named workforce issues of the District; introduced the Shared Vision, Shared Priorities and Shared Outcomes; prioritized five high-demand, high-growth, entry-intermediate and middle-skill career occupations; and offered strategic recommendations that steer the work of the Partnership and the strategic investments made by the WIC. The second report presented the structure of the health care career pathways system as a sector strategy within the District's workforce system and delved deeper into the strategic recommendations. The report demonstrated accountability with a year in review of the industry outcomes. The report afforded us the opportunity to celebrate the achievements of the Partnership and served as a reminder of the work to be done.

The third *Annual Health Care Occupations Report* continues to build on the work of the previous reports. The cumulative year-in-review demonstrates the immediate impact of the work accomplished by the District and the Partnership including the investments made toward building educational training capacity in the District. Furthermore, the report presented the Partnership's health care career pathways system, introduced five additional priority occupations, and explored the drivers of job quality, good jobs principles, and a universally accepted job design framework.

The Partnership's work continues to be designed through a collective approach. Partners engaged in Action Teams to design the career pathways system grounded in diverse, equitable, inclusive and accessible principles; ambassadors delivered strategic thought leadership on key health care workforce issues; and the three professional associations representing each of the industry's subsectors—DC Primary Care Association (DCPCA), DC Health Care Association (DCHCA) and the DC Hospital Association (DCHA)—worked collaboratively, leveraging and respecting each subsector's expertise to build an education and engagement plan for the industry.

We invite you to read this report to understand the Partnership's present and future work and the value proposition of our combined voice. To that end, the report contains active links to referenced documents where you can learn more about our work.

Acknowledgments

The DC Health Care Workforce Partnership exists because of the committed program staff and consultants, health care employers, core partners, and network supporters. Their meaningful engagement produced the work of the Partnership and paved the way for the work to be done. The Partnership is especially grateful for the support of the DC Workforce Investment Council.

Welcome

We are pleased to present the 2023 Annual Health Care Occupations Report. After two years of convening, the DC Health Care Workforce Partnership continues to work with our health care employers, core partners and network supporters to achieve the Shared Priorities in pursuit of realizing the Shared Vision.

This report reflects the outcomes of designing the Career Pathways System. Recognizing the significant work of the Action Teams, who collaborated with three industry associations, to create an education and engagement plan and presented a best practice framework in job quality and design.

Together, we made progress. And the strategic recommendations scorecard highlights the work of our alliance of public and private sector entities committed to an all-of-us approach. Our public funding partner, the DC Workforce Investment Council, acted on our recommendations and issued funding opportunities such as the FY2022 IT and Health Care Sector Training Grants that paved the way for a new talent pipeline pilot program—Pathways to Progress.

Thanks to our partners' engagement and productivity, we are on the right track. If you are interested in learning more about being a partner, you can sign-up [for our bi-weekly newsletter, *News & Happenings*](#).



Jacqueline D. Bowens
District of Columbia Hospital Association



Naseema Shafi
Naseema Shafi
Whitman-Walker Health



La'Kesha McAllister
Ascension Living Carroll Manor



Kimberly D. Russo
The George Washington
University Hospital

Executive Summary

As the nation continues to navigate through the post-COVID-19 pandemic environment, there remains significant workforce issues in health care. Health care employers and their partners are innovating and recognizing the importance of aligning training and education programs to adapt to current and future challenges in health care. Innovation is critical as we seek to meet the needs of health care sector employers and retooling the workplace experience to support career pathways and higher employee satisfaction through improved job quality. In the District of Columbia, the Partnership is leading the effort to tackle this challenge and address the needs of the health care workforce through shared priorities in **Education and Training**, re-aligning the industry to become **A Career Destination**, and ensuring diverse, equitable and inclusive access through **Career Pathways**.

"Employability is a key indicator of success in the local economy. As the local economy experiences more economic progression and residents experience more upward mobility, employability naturally increases. Employability is a summation of multiple attributes that make a resident successful — skills, understandings and personal attributes — and more likely to gain employment and be successful in their chosen occupations, which benefits themselves, the workforce, the community and the economy" DC Workforce Innovation and Opportunity Act (DC WIOA, 2022). This work has been central to our Action Teams as we seek to align our training programs to the needs of employers and create pathways and training opportunities for current employees as well as attract new talent.

The work of several of the Action Teams led to the development and refinement of the Education and Engagement Plan. The Partnership and our stakeholders understand the ways in which education and engagement can help achieve the work to be done in the District. The work was informed by the three subsector associations: DC Hospital Association (DCHA), DC Healthcare Association (DCHCA) and DC Primary Care Association (DCPCA); recommendations from Mayor Muriel Bowser's Commission on Healthcare Systems Transformation and Mayor Bowser's Healthcare Workforce Task Force; and guidance from research results and insights from the previous annual health care occupations report. The plan ensures that the Partnership leads on industry-wide issues while the associations continue leadership on subsector issues. In this way, there is coordination and collaboration, not competition, to achieve the respective goals and realize the **Shared Vision**.

The Partnership understands that our work in **Career Pathways System** and **Education and Engagement** is essential to designing good jobs and attracting **District residents** to the industry. Career pathways and programs are the engine of the career pathways system. The **Annual Health Care Occupations Report 2023** seeks to celebrate our successes while also keeping our eye on the **Shared Vision**.

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About the Partnership

The DC Health Care Workforce Partnership is an industry-driven, community supported sector-based alliance, consisting of businesses from the health sector. **Health care employers** lead the work by defining the agenda and driving it forward. **Core partners** align to implement strategic solutions to get residents career positions and keep the industry strong. **Network supporters** are engaged in supportive services to plug in resources, create connections and coordinate activities.

The Partners

CONVENER & INTERMEDIARY

DCHA Program Services Company, Inc.*

PUBLIC FUNDING PARTNER

DC Workforce Investment Council

HEALTH CARE EMPLOYERS/BUSINESSES - HOSPITALS

The George Washington University Hospital

BridgePoint Hospitals - Capitol Hill and National Harborside

Children's National Hospital*

Howard University Hospital

MedStar Washington Hospital Center*

MedStar Georgetown University Hospital

Psychiatric Institute of Washington

Sibley Memorial Hospital

United Medical Center

HEALTH CARE EMPLOYERS/BUSINESSES - AMBULATORY & BEHAVIORAL HEALTH SERVICES

Kaiser Permanente

Mary's Center*

McClendon Center

Providence Health

Unity Health Care

Whitman-Walker Health*

NURSING, RESIDENTIAL & LONG-TERM CARE SERVICES

Ascension Living Carroll Manor Nursing & Rehabilitation Center

Forest Hills DC

Premier Health Services

Stoddard Baptist Nursing Home

Volunteers of American Chesapeake & Carolinas

CORE PARTNERS

1199 SEIU

Academy of Hope DC*

AmeriHealth Caritas DC

Briya Public Charter School

Coalition for Nonprofit Housing & Economic Development

Community College Preparatory Academy

DC Coalition of Disabilities Service Providers

DC Coalition on Long Term Care

DC Health Care Association

DC Primary Care Association

DCPS Academy of Health Sciences - Coolidge

Department of Aging and Community Living

Georgetown University

Greater Washington Community Foundation

LAYC Career Academy*

SOME Center for Employment Training*

UDC Community College Division of Workforce Development & Lifelong Learning*

Office of the State Superintendent of Education

Jane Bancroft Robinson Foundation

Stoddard Baptist Home Foundation

St. Michael College of Allied Health

NETWORK SUPPORTERS

DC Department of Employment Services

DC Department of Forensic Sciences

Dress for Success, Washington, DC

Rodham Institute Pathways for All to Health Careers

Campaign for Fair Sentencing of Youth

DC Health Care Finance

DC Appleseed Center for Law and Justice

DC Department of Employment Services

DHS, Family Rehousing & Stabilization Program

*Also Pathways to Progress Partners

About the Partnership

Shared Vision

The Shared Vision of the Partnership reflects the future state of the industry as a sector partner in the District of Columbia's workforce system. In that spirit, the vision is aligned with the District's strategic vision for its workforce development system. We are actualizing an industry-driven Career Pathways System where:

- DC residents are ready, able and empowered through lifelong learning, sustained employment and economic security;
- Health care businesses in DC are connected to market-responsive skilled DC residents to successfully compete; and
- Education, training, and supportive services are coordinated, cohesive, and integrated through public and private partners working together.

Shared Priorities

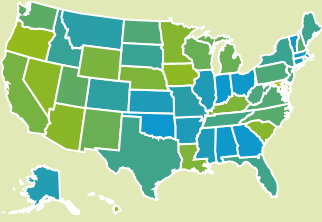
These Shared Priorities are the key focus areas of the industry and are needed to realize the Shared Vision.

- Health Care as a Career Destination
- Education and Training
- Career Pathways System



State of the Health Care Industry

Highlights of a Nation – United States



A market study suggested that the COVID-19 pandemic propelled significant growth with major federal funds pouring into the industry and technology-enabled health care models being implemented. The study further noted that this growth paved the way for “abundant job opportunities with high wages.” (*US Healthcare Industry Sectors: Facts, Trends, & Statistics*). This prediction may hold promise and accountability as we address the industry’s workforce issues.

As the nation continues to navigate through the post-COVID-19 pandemic environment, there remains significant workforce issues in health care. Health care employers and their partners in education and training and supportive services must align to prepare for the present changes and future implications to the industry. According to the Bureau of Labor Statistics (BLS), the health care industry employs more than 16 million workers and half of those employees work in ambulatory health services, another 5.2 million are employed in acute care hospitals and just over 3 million in nursing and residential care facilities (*Bureau of Labor Statistics. Economic News Release: Table B-1. Employees on nonfarm payrolls by industry sector and selected industry detail. Retrieved March 10, 2023*). Among the workers, health care support workers are largely employed as nursing assistants, medical assistants, home health aides, dental assistants, and other high demand occupations (*Census Bureau’s 2019 American Community Survey*).

Prior to the pandemic years, health care organizations faced employment issues in these high-demand, entry-intermediate and middle skill occupations. From employee burnout, registration and licensing requirements and processes to talent acquisition and staff retention, the pandemic exacerbated these *standard* employment issues for the employer and worsened the mental and emotional health challenges that health care workers face daily in the duty of care. In the Washington, DC metropolitan area, health care associations continue to identify large workforce shortages that persist beyond the height of the pandemic. With predications of market growth and BLS projections that health care occupations will increase faster than the average of all other occupations, the demand for health care workers to meet the 21st century needs is a top priority of the workforce system.

State of the Health Care Industry

Where We Live – District of Columbia

In the District of Columbia, public and private stakeholders of the workforce system are working together to address the needs of the health care workforce through shared priorities in **education and training**, re-aligning the industry to become **a career destination**, and ensuring diverse, equitable and inclusive access through **Career Pathways**. This continues to be an “all of us” strategy. Public alliances and investments, such as the Mayor’s Healthcare Workforce Task Force, the DC WIC Workforce Innovation and Opportunity Act (WIOA) State Plan, and the DC Comeback Plan (January 2023) are addressing strategic investments and policy changes to support thriving residents, creating opportunity-rich neighborhoods, and growing and retaining successful businesses. Health care employers align through the DC Hospital Association (DCHA), the DC Primary Care Association (DCPCA), and the DC Health Care Association (DCHCA) on the matters of improving job quality and partnering with education and training providers to better prepare residents for 21st century careers.

DCHA is working to cultivate a thriving and diverse workforce by expanding the Pathways to Progress Program to include diverse middle and high school students from the District in collaboration with public and private partners by addressing culture, wellness, advancement and equity-based opportunities through a retention best practice program; and adopting policies and practices for licensure and certification that ensure the District’s health care workforce is prepared to deliver quality, equitable and accessible health care.

DCHCA is partnering with the American Health Care Association and the National Center for Assisted Living to promote Careers in Caring - an initiative that provides resources to help with hiring efforts.

DCPCA is working to support community health centers in addressing workforce shortages, burnout and retention. Specifically, supporting health centers on providing a pipeline for staffing, facilitation with local universities and training programs, and workforce activities, including internships for Health Information Technology (health IT) and the resident placement initiative PHIT4DC.



State of the Health Care Industry

Educational Attainment & Labor Force



"Employability is a key indicator of success in the local economy. As the local economy experiences more economic progression and residents experience more upward mobility, employability naturally increases. Employability is a summation of multiple attributes that make a resident successful — skills, understandings and personal attributes — and more likely to gain employment and be successful in their chosen occupations, which benefits themselves, the workforce, the community and the economy" (DC WIOA, 2022).

DC residents age 25 and up boast a 25.44% and 21.34% bachelor's degree and master's degree attainment, respectively. Combining all higher education, 62% of residents have an associate degree or higher. As defined by the BLS, the Health Care and Social Assistance sector—a part of the education and health services supersector—comprises establishments providing health care and social assistance for individuals delivered by trained professionals. Residents of Ward 7, Ward 8, and Ward 4 make up most employees in this sector (BLS and DC Health Matters).

In the District of Columbia, the labor force is 370,433, a reduction since a peak in July, 2022 (DC Health Matters, Size of Labor Force). The unemployment rate in the civilian labor force is at 4.5%, placing the city in relatively worse position when compared to the U.S. Value of 3.4 percent (DC Health Matters, Unemployed Workers in Civilian Labor Force). Notably, District residents without a college degree have a 25% lower labor force participation rate and five times higher rate of unemployment than those with a bachelor's or advanced degree. Additionally, households headed by a person lacking any college education have poverty rates 12-16 times higher than families headed by a person with a bachelor's or advanced degree. The median earnings for residents without a bachelor's degree were one-half to one-quarter the level of those with a bachelor's or advanced degrees (DC WIOA, 2022). As a determinant of employability, there is gap in skills level and educational attainment of many District residents, particularly residents living in Wards 4, 7, and 8, to the skills and education requirements for District jobs.

Wages & Cost of Living

The District of Columbia has a median household income value of \$102,806, which is in "the best 50% of cities" compared to the U.S. Value (U.S. Counties and States) (DC Health Matters). In viewing race/ethnicity, Black/African American, American Indian/Alaska Native, Other, and Hispanic/Latino's median incomes are significantly worse than the overall. Asian, Native Hawaiian/Pacific Islander, and White, non-Hispanic have a significantly better median income. It is evident that income inequality exists in the District of Columbia along race, ethnicity, and gender identities. The city lands at a value of 0.521 for income inequality, where a zero value denotes "complete equality" in a population to a value of one denoting that there is complete inequality (DC Health Matters). Previous demographic analyses revealed that in the Health Care/Social Assistance industry, the lower wage occupations are held mostly by women and persons of color (JBRF, BWTEotR 2022).

As the District grows more diverse in workforce demographics, inequities in race, ethnicity and gender will carry a huge economic cost to the city. Though the District will have a minimum wage of \$17/hour starting in July 2023, it has the second-highest cost of living index at 154.7, meaning that, living costs such as housing, transportation, food and clothing are 54.7% more expensive compared to the national average. Bold initiatives identified in the [DC's Comeback Plan](#) (January 2023) will be critical to economic development as a determinant to readiness to work and employability in careers with livable and sustainable wages.

Analysis of Prioritized Occupations

In March 2021, the health care employers of the Partnership prioritized five high-demand, high-growth health care occupations using qualitative and quantitative data reports (Hanover Research, 2021 and Social Lens Research, 2021) and viewpoints of the industry, subsectors and partners. Over the past two years, health care employers voiced the need to add other high-demand, high-growth health care occupations to further address the industry's critical workforce needs. In December 2022, the health care employers used a validated process to rank and prioritize five additional health care occupations. This list to the right represents the combined 10 prioritized health care occupations, in alpha order.

Among all industries, the Washington, DC's Hot Jobs for High School Graduates (Job Outlook Through 2028) names three of the prioritized health care occupations: medical assistants; licensed practical and vocational nurses; and nursing assistants.

When expanding to the top 50 jobs, the registered nurse is the only prioritized occupation on the list (DOES, Washington, DC's Hot 50 Jobs). In a snapshot view of the top job postings of entry-intermediate and middle skilled occupations not requiring a degree, six of the 10 prioritized occupations appeared on the list, with medical assistants, dental assistants, pharmacy technicians, and licensed practical nurses at the top (DC WIC: Top 15 Job Posting within DC, May-November 2022). The U.S. Chamber of Commerce named health care and social assistance as one of the industries with the highest number of job openings. The report further states that in the District of Columbia, the worker shortage index is 0.49. This means that the District of Columbia has 49 available workers for every 100 open jobs (U.S. Chamber of Commerce, Understanding America's Labor Shortage: The Most Impacted Industries).

The District of Columbia is considered a career opportunity "hotspot" in the region. Overall, the educational attainment level and jobs listings paint a favorable picture of the city. At the same time, the inequitable distribution of the educational assets and jobs contribute to a greater hardship for frontline workers, notably those seeking entry points into the sector with career pathways. Nine percent of the District's 16 years of age and up residents are employed in health care/social assistance services, and most of those workers are in entry-immediate and middle skills occupations (DC Health Matters and DC WIOA, 2022). Though the health care industry may be a strong contributor to the District being a career opportunity "hotspot", the District's worker shortage suggests that the industry will have to be more competitive, offering occupations with easily identifiable and accessible career pathways that lead to upward mobility to attract District residents.

The District has a goal of creating 35,000 new jobs in high-growth target sectors including the life sciences and health technology sector. The **Shared Priorities of educating and training** District residents in the prioritized health care occupations with career pathways have the potential to contribute to this goal.

A Career Pathways Action Team of professional education and training providers looked internally to analyze their offerings and capacity to support preparedness of the 21st century workforce needs. The results further documented the need to invest in and implement well-connected and transparent education and training. Of note is the strategic recommendation to catalyze and validate learning through innovative models, such as Credential As You Go, an organization leading the way "to recognize all learners for what they know and can do through the redesign and integration of credentialing systems across states, higher education, and third-party providers, including employers" (Credential As You Go, Rethinking the Credentialing Model). In view of the credentialing goal in the Education and Engagement Plan, this may be an initiative to further explore.

10 Prioritized Health Care Occupations alpha order

- 1 Certified Medical Assistant
- 2 Certified Nursing Assistant
- 3 Community Health Worker
- 4 Dental Assistant
- 5 Emergency Medical Technician
- 6 Home Health Aide
- 7 Licensed Practical Nurse
- 8 Pharmacy Technician
- 9 Psychiatric Technician
- 10 Registered Nurse

Health Care as a Career Destination: The Lever of Job Quality

What is a "Good Job"?

Data shows that during the 'Great Resignation,' workers were leaving their jobs not because they didn't want to work but rather to find better ones. But the question is what makes a job a good job?

Attempting to answer that question, the Aspen Institute Economic Opportunities Program and the Families and Workers Fund launched the Good Jobs Champions Group. Bringing together leaders from across sectors including business, labor, finance, and academia; through opinion polling, workshops with dozens of frontline workers and executives of both small and large companies, the Institute produced more than 20 definitions of job quality.

Through their work a three-part definition of good jobs emerged. They found that good jobs provide 1. economic stability, 2. economic mobility, and 3. equity, respect, and voice. These jobs ensure "stability by providing a standard of living that allows workers to meet basic needs for themselves and their families. They also provide mobility through equitable hiring, opportunities to learn and advance, and the ability to save and build wealth over time." Finally, good jobs encompass engaging workers to improve the workplace while addressing their concerns ([The Hill, A new definition of what makes a job good, R. Korberg and M. Conway](#)).

Ultimately, the definition of a good job may vary based on individual priorities and value. Some may prioritize remote work schedule, while others may appreciate onsite fitness facilities. "The Good Jobs Champions' definition is not meant to drown out differences among individual preferences and firm practices, but rather to establish a baseline and ensure that no worker is forced to make tradeoffs in the essentials — like family sustaining pay, health insurance, training and advancement opportunities, and practices that uproot racial and gender discrimination" ([The Hill, A new definition of what makes a job good, R. Korberg and M. Conway](#)).

How is Job Quality Defined?

Job quality is about one's work being valued and respected. That entails having a voice and the opportunities to learn and grow. Quality work helps individuals build security and confidence to excel. According to the Aspen Institute, quality job offers competitive wages, and stable income to build wealth, safer working conditions free of discrimination and harassment; stable working schedules and benefits that support healthy life including insurance, paid sick and vacation time, family/medical leave and sufficient retirement plan ([The Aspen Institute, Job Quality: A Statement of Purpose, December 2017](#)).

The [U.S. Department of Commerce Job Quality Toolkit](#) presents key drivers that are important to one's overall employment experience.

Work That Has Been Done in Job Quality

The National Institute of Standards and Technology (NIST), in conjunction with the U.S. Department of Commerce, identified key drivers of job quality and provided various strategies and actions that can be taken by employers to improve the quality of the jobs. This toolkit digs into eight key drivers that turn a routine occupation into a high-quality job where employees feel respected, valued, and important to the company's success. Most recently, the U.S. Departments of Commerce and Labor partnered to turn these drivers into the **Good Jobs Principles**—eight principles that provide a guide for businesses, workers, labor unions, advocates, researchers, state and local governments, and federal agencies for a shared vision of job quality.



Table 1: Drivers of Job Quality & Good Jobs Principles

Drivers of Job Quality & Good Jobs Principles aligns the eight key drivers that were identified by NIST with related strategies and actions and the Good Jobs Principles recently adopted through collaboration between the U.S. Departments of Labor and Commerce ([U.S. Department of Commerce, Job Quality Toolkit](#) and [U.S. Department of Labor, Good Jobs Principles](#)).

Drivers	Strategies and Actions	Good Jobs Principles
1. Recruitment & Hiring	<ul style="list-style-type: none"> Recruit from diverse sources of talent. Implement skills-based hiring and promotion practices. Prioritize onboarding. Create a formal retention plan for your organization. 	<ul style="list-style-type: none"> Qualified applicants are actively recruited – especially those from underserved communities. Applicants are free from discrimination, including unequal treatment or application of selection criteria that are unrelated to job performance. Applicants are evaluated with relevant skills-based requirements. Unnecessary educational, credentials and experience requirements are minimized.
2. Benefits	<ul style="list-style-type: none"> Tailor services, benefits, and policies to the diverse needs of your workforce groups and segments. Offer health benefit options. Offer mental health benefits. Offer paid time off in support of work-life balance and wellness. Offer retirement savings programs. Offer liquid savings programs. Eliminate worker misclassification. Financially support learning and skill building. Reduce the cost and burden of commuting. Offer childcare and eldercare benefits. Offer tax benefits. Promote worker financial wellness. Encourage benefit uptake and use. 	<ul style="list-style-type: none"> Full-time and part-time workers are provided family-sustaining benefits that promote economic security and mobility. These include health insurance, a retirement plan, workers’ compensation benefits, work-family benefits such as paid leave and caregiving supports, and others that may arise from engagement with workers. Workers are empowered and encouraged to use these benefits.
3. Diversity, Equity & Inclusion and Accessibility (DEI&A)	<ul style="list-style-type: none"> Make equal opportunity a core value and practiced norm. Foster systems where all workers feel respected and empowered in the workplace. Identify and remove systemic barriers to DEI&A. 	<ul style="list-style-type: none"> All workers have equal opportunity. Workers are respected, empowered, and treated fairly. DEIA is a core value and practiced norm in the workplace. Individuals from underserved communities do not face systemic barriers in the workplace. Underserved communities are persons adversely affected by persistent poverty, discrimination, or inequality, including Black, Indigenous, people of color; LGBTQ+ individuals; women; immigrants; veterans; individuals with disabilities; individuals in rural communities; individuals without a college degree; individuals with or recovering from substance use disorder; and justice-involved individuals.
4. Empowerment & Representation	<ul style="list-style-type: none"> Ensure that workers have a meaningful voice, without fear of retaliation. Enable workers to contribute to decisions about their work, how it is performed, and organizational direction. 	<ul style="list-style-type: none"> Workers can form and join unions. Workers can engage in protected, concerted activity without fear of retaliation. Workers contribute to decisions about their work, how it is performed, and organizational direction.
5. Job Security & Working Conditions	<ul style="list-style-type: none"> Ensure a safe, healthy, and accessible workplace and offer job security. Minimize temporary or contractor labor solutions, using such workers mainly to adjust for short-term needs. Assess and schedule hours that are adequate and predictable. 	<ul style="list-style-type: none"> Workers have a safe, healthy, and accessible workplace, built on input from workers and their representatives. Workers have job security without arbitrary or discriminatory discipline or dismissal. They have adequate hours and predictable schedules. The use of electronic monitoring, data, and algorithms is transparent, equitable, and carefully deployed with input from workers. Workers are free from harassment, discrimination, and retaliation at work. Workers are properly classified under applicable laws. Temporary or contractor labor solutions are minimized.
6. Organizational Culture	<ul style="list-style-type: none"> Demonstrate through explicit behaviors and norms of leadership that all workers belong, are valued, and contribute meaningfully to the organization. Assess workers’ engagement and feelings of respect. 	<ul style="list-style-type: none"> All workers belong, are valued, contribute meaningfully to the organization, and are engaged and respected especially by leadership.
7. Pay	<ul style="list-style-type: none"> Provide an equitable living wage to all workers and ensure fair compensation practices. 	<ul style="list-style-type: none"> All workers are paid a stable and predictable living wage before overtime, tips, and commissions. Workers’ pay is fair, transparent, and equitable. Workers’ wages increase with increased skills and experience.
8. Skills & Career Advancement	<ul style="list-style-type: none"> Provide opportunities and tools for workers’ self-realization and advancement in their current jobs, within the organization, and outside it. 	<ul style="list-style-type: none"> Workers have equitable opportunities and tools to progress to future good jobs within their organizations or outside them. Workers have transparent promotion or advancement opportunities. Workers have access to quality employer- or labor-management-provided training and education.

Work to be Done in Job Quality



From the voice of the consumer to research done on job quality, all data points to the need for employers to design jobs based on the needs of their business and employees to attract and retain the best workers.

We offer the Job Design Framework as a foundation guide for our work to be done. It is developed to put the employer in the driver's seat, taking the lead with accountability. It is framed in racial equity and inclusion principles that are aligned with recommendations from our partners. It offers flexibility in designing good jobs regardless of the employer's resources. It aligns with our **Shared Priority—Health Care as a Career Destination**—to be an industry of choice among District residents ([NFWS, Job Design Framework](#)).

In the upcoming year, partners and stakeholders will be mobilized through action teams to advance the design of job quality. This work will be supported by the program staff as the action teams dive deeper into the work to be done.

JOB DESIGN FRAMEWORK

A FRAME OF RACIAL EQUITY AND INCLUSION

Racial equity is essential for good jobs and good workplaces. You can start wherever you want in this framework, but the job elements listed below will have the most impact if you apply them with an equity mindset.

The Pillars

CORE	SUPPORT	OPPORTUNITY	VOICE
<p>The basic elements of a good job</p> <p>Compensation Sustainable pay and benefits</p> <p>Work Environment Stable hours and scheduling Safety Job security</p> <p>Supervision Quality Fairness and respect Open communication Anti-discrimination and anti-profiling policies Transparent grievance process</p>	<p>Help workers perform well and achieve stability</p> <p>Training Entry-level training Cross-training</p> <p>Internal Assistance Supervisory training Financial counseling Cash assistance Formal HR practices</p> <p>External Supports Tax credits Childcare, transportation, housing (etc.) support</p>	<p>Help employees advance in their careers and develop their skills</p> <p>Career Development Specialized training Educational benefits Formal career pathways</p> <p>Mentoring and Coaching Peer mentorship Job coaching</p> <p>Acknowledgment Internal and external recognition Leveling of perks Individual and team bonuses Other financial incentives</p>	<p>Employees are empowered, engaged, and have agency</p> <p>Engagement Measurement of engagement Meaningfulness Mattering</p> <p>Improvement Inclusive, continuous improvement processes</p> <p>Participation Participatory management Autonomous teams Formal representation Employee stock ownership</p>

The Result

Becoming an employer of choice is a strategy, not an accident. Designing your jobs for equity and inclusion will help you build a great company where your employees thrive.



*This framework was originally developed by Steven Dawson, a senior advisor to the National Fund for Workforce Solutions. An earlier version appears in [Now or Never: Heeding the Call of Labor Market Demand](#) by the Pinkerton Foundation.

Education & Engagement Plan

The Education and Engagement plan was developed by working with our partners, the workers and the community. Through these sources and stakeholders, we understand the ways in which education and engagement can help achieve the work to be done in the District. The work was informed by the three subsector associations: DC Hospital Association (DCHA), DC Healthcare Association (DCHCA) and DC Primary Care Association (DCPCA); recommendations from [Mayor Muriel Bowser's Commission on Healthcare Systems Transformation](#) and the [Mayor Bowser's Healthcare Workforce Task Force](#); and guidance from research results and insights from the previous [annual health care occupations report](#).

We approached the plan to ensure that the Partnership leads on industry-wide issues while the associations continue leadership on subsector issues. In this way, there is coordination and collaboration, not competition, to achieve the respective goals and realize the **Shared Vision**.

Embedding insight from these sources and stakeholder engagement, the following goals were developed to continue the Partnership's engagement activities in the priority areas of licensure, apprenticeship/internship, certifications, competitive wages, health care training, credentialing, and the approval process for workplace education programs. The work to be done may be viewed in the [detailed action plan](#).

Education & Engagement Goals

Licensure

Conduct a quality improvement review of the licensure process to address delays in all aspects of clinical licensing, develop and implement process improvement plans to reduce turnaround times.

Apprenticeship/ Internship

Encourage health care employers to create and/or expand certified apprenticeship or internship programs.

Certifications

Expand health professional programs and certifications available upon high school graduation.

Competitive Wages

Ensure competitive wages with focus on the direct care workers through sustainable reimbursement policies that include accountability for the provider to ensure proper rates are being paid to the workers as well as accountability to payors.

Health Care Training

Provide DC residents in health care training and for up to 12-months during initial employment with comprehensive case management and wraparound services, including ongoing training, mentorship, and work support to ensure the work environment is respectful, safe, and culturally appropriate.

Credentialing

Employers and educational and training providers engage to develop enhanced training programs that lead not only to credentials but address additional job requirement needs.

Approval Process for Workplace Education Programs

Streamline the approval process for workplace education programs and eliminate entry barriers for providers in order to increase the capacity of the health care workforce system.

DC Health Care Career Pathways System

The DC Health Care Career Pathways System is a cohesive alliance of partnerships, resources and funding, policies, data, and shared accountability measures that support the development, quality, scaling and dynamic sustainability of Career Pathways and Career Pathways Programs in the health care sector for residents of the District of Columbia. The pathways system is an activated strategy within the local public workforce system and connects and aligns public and private partners and resources for system building, outcomes and impact.

Our target audiences are health care businesses offering career pathways to DC residents, DC residents employed or seeking careers in the health care industry, and those that support this work.

While no one organization “owns” the DC Health Care Career Pathways System, the **DC Health Care Workforce Partnership** is the umbrella alliance. As the health care sector convener and intermediary of the Partnership, DCHA Program Services Company, Inc., manages the DC Health Care Career Pathways System.

A well-integrated, coordinated and managed career pathways system requires many types of partners. As the industry partners, health care **businesses** offer career pathways to DC residents including experiential learning. Highly qualified **secondary, postsecondary and higher education institutions** provide accessible, affordable, and industry-validated education, training and credentials for careers in the prioritized health care occupations. **Supportive services organizations** assist with the learning journey and career navigation to co-create personal and professional success of DC residents. **DC government agencies** implement supportive policies, prioritize and leverage resources, use data and shared measures, and strategize to ensure continuous improvement of career pathways as a workforce strategy. **Public, private and philanthropic funders** invest in and provide technical assistance to build, scale and sustain the system.

Career pathways and programs are the engine of the career pathways system. Through our partners, we design and continuously improve a set of interrelated career pathways for prioritized occupations within the health care sector. **Quality career pathways** must have well-connected and transparent education; multiple entry points that are accessible to all students; and multiple exit points at progressively higher levels that lead to good jobs with livable, sustainable wages. These quality career pathways are implemented through **career pathways programs** that offer participant-centered and industry-validated education and training; consistent and non-duplicative assessment of participants’ competencies and industry’s needs; supportive services and career navigation; and employment placement services and work experiences.

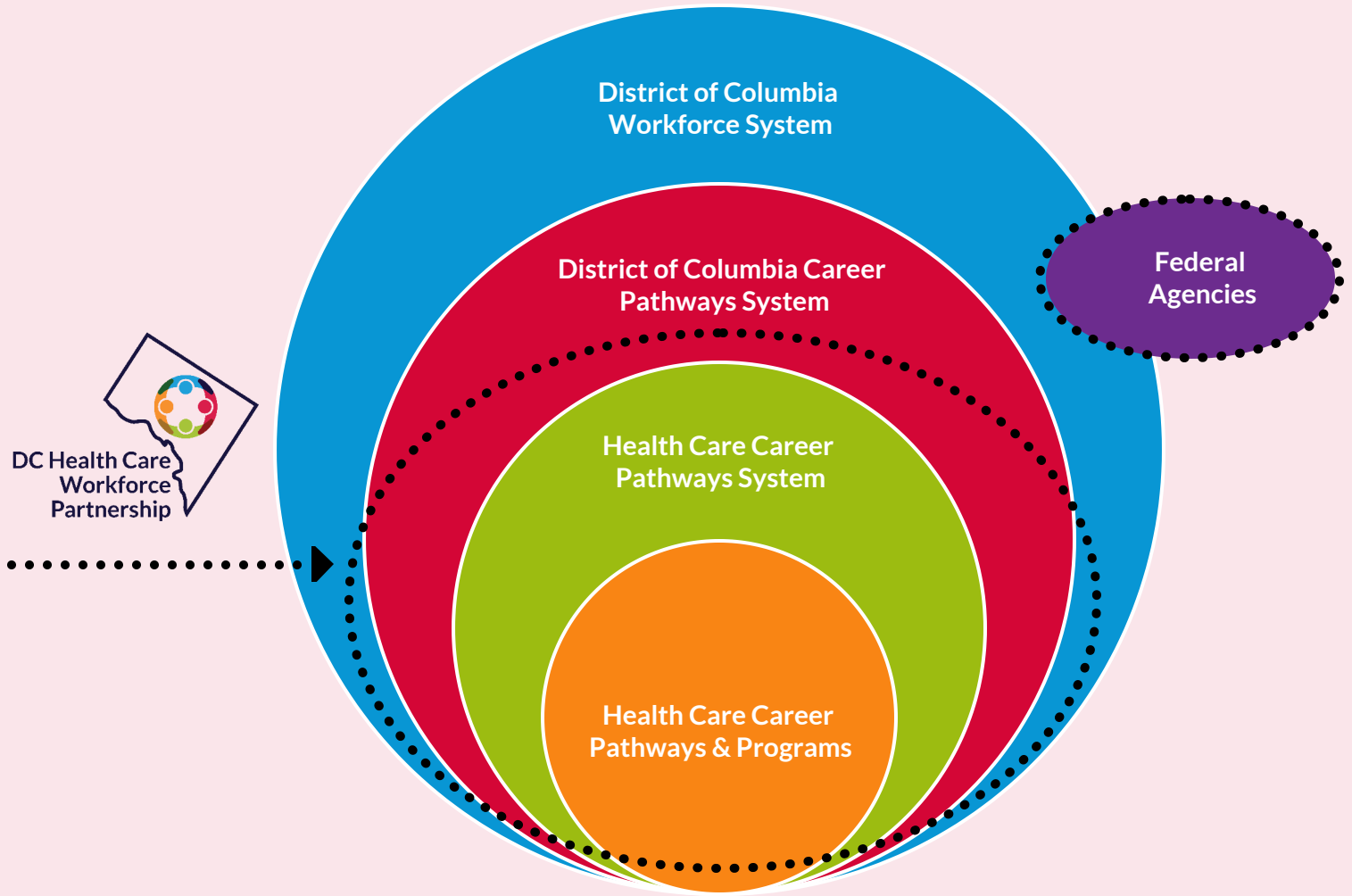
Key Definitions

Career Pathways is a workforce development approach to build a knowledge workforce. Career pathways are comprehensive—articulating education and training steps between occupations in an industry sector, combined with support services, to enable individuals to enter and exit at various levels and to advance over time to higher skills, recognized credentials, and better jobs with higher pay. Each step on a career pathway is designed explicitly to prepare individuals to progress to the next level of employment and/or education. Individuals are aware of the pathway, connections are transparent, and next steps are clear to reach their career goals. Career pathways strategies target jobs in industries of importance to local and regional economies and build strong relationships with employers. Career pathways operate at two levels—systems and individual program level.

A **Career Pathways Program** as a clear sequence of connected education coursework, training credentials, short- and long-term, work-based learning and sustainable support services aligned with employer-validated work readiness standards and competencies that enable individuals to secure employment with livable wages within a specific industry or occupational sector and advance over time to successively higher levels in that sector; and promote equitable and inclusive access and increase the supply chain of diverse qualified workers in the target industry.

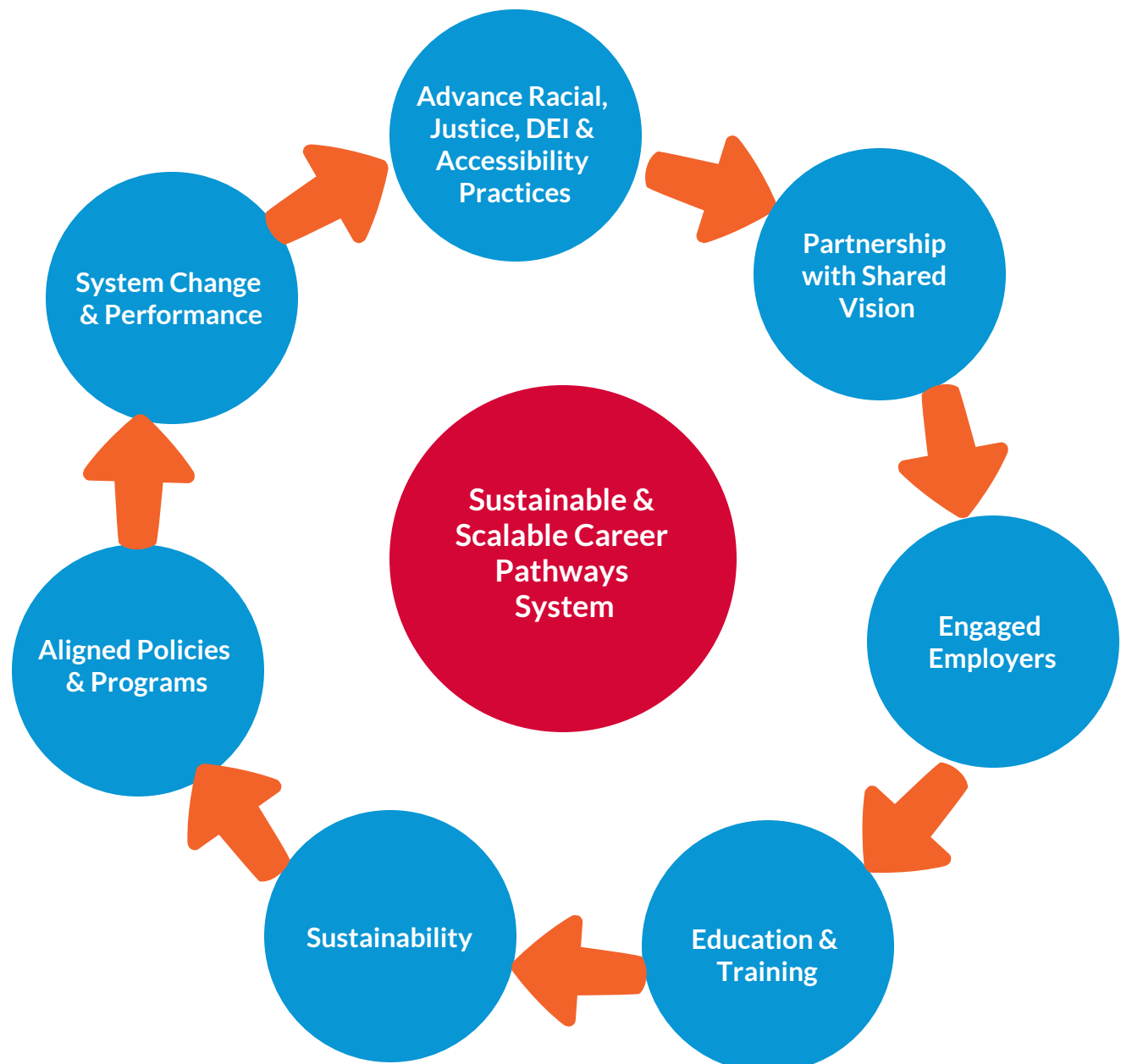
Career Pathways System is a broad approach to serve populations seeking employment by reducing systemic barriers and creating opportunities for individuals to advance within specific fields through career pathways programs. A Career Pathways System substantively alters the way the workforce system delivers services and enhances the relationship with partner organizations and stakeholders to the development of a skilled knowledge-economy workforce by expanding access in an equitable and inclusive way that produces diverse workers who gain industry-recognized and academic credentials necessary to work in careers that are in-demand. Career Pathways Systems transform the role of employers from a customer to a partner and a co-leader and co-investor in the development of the workforce. This is evidenced by the core elements: 1. Advancing racial justice, meaningful DEI and accessibility practices; 2. Built and sustainable cross-agency partnerships with clarified roles; 3. Engaged industry sectors and employers; 4. Designed industry-validated education and training programs; 5. Identified funding needs and sources; 6. Aligned policies and programs; and 7. Measured system change and performance.

Career Pathways System: Stakeholders



Career Pathways System: Core Elements

- #1: Advance Racial Justice, DEI & Accessibility Practices
- #2: Sustainable Cross-Agency Partnerships with Shared Vision and Strategy
- #3: Engaged Employers and Integrated Sector Strategy
- #4: Industry-Validated Education & Training Programs
- #5: Sustainability Plan with Identified Funding Needs & Sources
- #6: Aligned Policies & Programs
- #7: Measured System Change & Performance



Career Pathways System: Core Elements

Each **Core Element** of the **Health Care Career Pathways System** is developed based on the outcomes of **Action Teams**, consisting of the Partnership's members and stakeholders, and further informed by the [Career Pathways Toolkit: A Guide for System Development](#) (U.S. Department of Labor).

CORE ELEMENT #1

Advance Racial Justice, DEI & Accessibility Practices

RELEVANCE

The complexities of following a career pathway in the health care sector are difficult enough without the additional challenges related to racism, cultural biases and history in the criminal justice system. Career pathways should be intentionally designed for those who have experienced the greatest inequities in education to ensure that anyone who wants to advance can do so.

KEY COMPONENTS

- Regardless of the ability, knowledge, and background that an individual possesses as they enter a job, there should be opportunities to progress in their career because the appropriate training, mentorship, and professional development exist and are designed to meet student's needs.
- Career pathways should be intentionally designed for those who have experienced the greatest inequities in education to ensure that anyone who wants to advance (in salary, position, and experience) can do so.
- Training programs for health career pathways should be designed with different levels of experience (education, work, and lived-experience) to be as inclusive as possible (including age, justice involved, language, gender, and certain disabilities).

EVIDENCED BY

The following Equity in Direct Service Principles integrated in the system and programs:

- Universal equity
- Decreasing barriers to access
- Closing opportunity gaps
- Earning a fair wage
- Inclusive learning environments
- Providing mentorship opportunities and "on the job training"
- Diverse recruitment pool and networks
- Continuous data analysis

Career Pathways System: Core Elements

CORE ELEMENT #2

Cross-Agency Partnerships with Shared Vision

RELEVANCE

A sector-based career pathways system starts with strong leadership at the state level, with the authority to design, implement and continuously improve the state's career pathways system. Aligned under the Office of the Deputy Mayor for Education, the DC Workforce Investment Council (WIC) is the coordinating and leadership entity of the workforce development system and empowered to coordinate workforce planning, strategies, and policies for DC. This role is essential to establishing cross-agency partnerships with shared vision for sector-based career pathways.

KEY COMPONENTS

- **Enhance system alignment:** District workforce development, education and social services providers are collaborating to deliver coordinated and effective services.
- **Improve community access to workforce and education services:** All District residents need improved access to jobs, education, training, career information, and support services necessary to advance in their career pathway.
- **Expand the talent pool for businesses:** Work with core program partners to streamline business engagement and services.
- **Improve youth services:** Create seamless pathways for students from primary and secondary education, through college and/or training into successful careers regardless of zip code.
- **Increase performance and accountability:** Create and maintain a user-friendly workforce development system data infrastructure for all stakeholders.

EVIDENCED BY

- Leadership from DC agencies with responsibility in workforce activities collaborate to set goals that guide the District's delivery and alignment of workforce services.
- Clearly defined roles, responsibilities, and funding resources of public agencies.
- Documented commitment to one shared vision for the state-level career pathways system.
- Established career pathways performance measures at the system, program and participant levels for public agencies.

Career Pathways System: Core Elements

CORE ELEMENT #3

Engaged Employees & Integrated Sector Strategy

RELEVANCE

At the sector-level, the career pathways system must be driven by the industry employers. Industry employers must be actively engaged and committed to contributing to the broader state-level workforce development system and career pathways strategy.

KEY COMPONENTS

- Labor market analysis documenting the health care industry as a high-demand and growing industry with occupations offering career pathways.
- Formal agreement to ally with a shared vision and priorities and defined roles, responsibilities, and resources that support a sector-based career pathways system.
- Prioritized health care occupations and accepted definitions for career pathways, career pathways program and career pathways system.

EVIDENCED BY

- Health care employers and partners are allied in a sector partnership with shared vision and priorities that contribute to the District's workforce system vision and career pathways strategy.
- Health care employers in the three targeted sub-sectors are engaged and driving the sector-based careers pathways system.
- Roles, responsibilities, and resources of health care employers and partners are clearly defined with accountability.

CORE ELEMENT #4

Industry-Validated Education & Training

RELEVANCE

Career pathways programs are the engine of the sector-based career pathways system. Therefore, it is essential that the education and training programs address the needs of the industry and provide clearly defined courses and credentials along with support services that facilitate entry at any skill-level.

KEY COMPONENTS

- Industry-validated competency model for the prioritized health care occupations.
- Career ladders (vertical movement) and lattices (vertical and lateral movement) describing throughways from entry- to middle skilled- to higher-level career positions.
- Adequate training and education capacity within DC that is high-quality, free or low-cost, and offers flexible and innovative learning, training and delivery models for adults and youth, including work-based learning, e-learning, and learning credits through work experience.

EVIDENCED BY

- A fundamental competency model is validated by the industry partners in collaboration with education and training providers.
- Career ladders and lattices are identified and integrated in education and training programs.
- Learning, education and delivery models are responsive to industry and learners needs.

Career Pathways System: Core Elements

CORE ELEMENT #5

Funding Sustainability

RELEVANCE

The career pathways system must be sustainable at the system, program, and participant levels to support the shared vision of the sector and the broader workforce development system.

KEY COMPONENTS

- Identified costs associated at each functional level: system development and maintenance, program development and operations, and participant engagement and retention.
- Identified public funding sources across workforce development and affiliated agencies and programs for a braided funding strategy.*
- Identified private funding sources to support unmet needs in system, programs, and participants operations.

EVIDENCED BY

- Annual budget for career pathways system.
- Funding commitments from public agencies and private organizations.
- Long-term sustainability plan developed and implemented in collaboration with partners.

CORE ELEMENT #6

Aligned Policies & Programs

RELEVANCE

The success of the career pathways system is notably dependent upon state laws, regulations and policies, administrative procedures, and industry employment practices and protocols that serve as a passageway or barrier to career pathways programs and participants.

KEY COMPONENTS

- Identified state legislative and administrative procedures necessary to support a sector-based career pathways system.
- Identified industry and employer practices to facilitate equitable and inclusive career pathways programs.
- Shared commitment to reforms public and private practices in support of sector-based career pathways.
- Education and engagement strategy for shared accountability and outcomes.

EVIDENCED BY

- Annual state workforce development plan articulating public agencies commitment, resources, roles, and responsibility in creating policy alignment for career pathways.
- Sector-based multi-year education and engagement plan articulating prioritized goals, key objectives, timelines, and partner roles and responsibilities.
- Outcomes (of education and engagement plan) published in an annual report.

Career Pathways System: Core Elements

CORE ELEMENT #7

Measured System Change & Performance

RELEVANCE

System building is a continuous process. To improve the process, it is necessary to measure the performance of the system and its change. Additionally, measuring the impact of system change is integral to support sustainability of the sector-based career pathways system.

KEY COMPONENTS

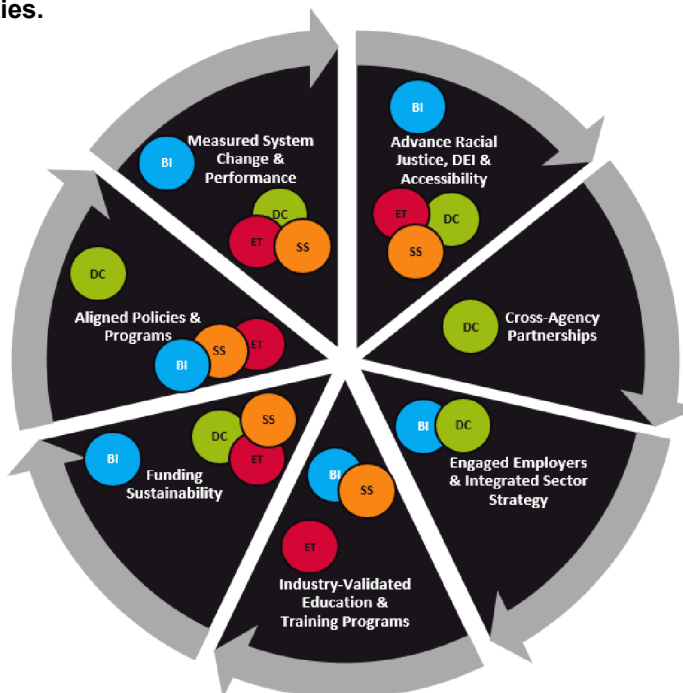
- Identified outcomes at the system, program and participant levels.
- Identified data needed to measure the system, program and participant level outcomes.
- A process for data management, sharing and analyzing.
- A transparent plan for reporting outcomes at the system, program and participant levels.

EVIDENCED BY

- Development and implementation of a strategy to identify, collect, store, and analyze data across multi-programs and partners.
- Outcomes published in an annual report.

Career Pathways System: Connecting Stakeholders to Core Elements

Each **Stakeholder** is connected to the **Core Elements** to ensure clear roles in who leads, collaborates and supports. As the **Health Care Career Pathways System** evolves and matures, roles may shift to best position partners to support achievement of the **Shared Priorities**.



Stakeholder	Symbol
DC Government Agencies	DC
Business & Industry	BI
Education & Training Providers	ET
Supportive Services	SS

Note: A stand-alone circle denotes leadership of the core element. Where there isn't a stand-alone circle, there is shared leadership of the core element.

Career Pathway Programs in Action

The following **Career Pathway Programs** are inaugural programs of the **DC Health Care Workforce Partnership Career Pathways System**. We are using the **Alliance for Quality Career Pathways (AQCP) Framework Version 1.0** for our measurement of performance and system change. AQCP's framework is designed to be a "systems-transformation strategy" that will continue to evolve (Center for Postsecondary and Economic Success at CLASP, AQCP). It is applicable to alliances seeking to develop and measure a **Career Pathways System** with shared metrics and outcomes across the system, programs and participant levels.

Program Elements, Features & Functions	Pathways to Progress	Summer Youth Immersion Program
Type of Career Pathway	Demand-side talent pipeline (pilot program)	Career exploration / experience
Employer Partners	Acute care hospitals and ambulatory and primary care services	Acute care hospitals
Education and Training Providers*	Adult Education	Secondary Education
<i>Participant-focused education & training</i>	✓	
<i>Consistent and non-duplicative (across partners) assessments of participants' education, skills and competencies</i>		
<i>Consistent and non-duplicative assessments of participants' support service assets and needs</i>		
<i>Academic advising and supports that keep participants engaged</i>	✓	✓
<i>Career navigation assistance</i>	✓	✓
<i>Personal skill development and supports</i>	✓	✓
<i>Employment services</i>	✓	
<i>Work experiences</i>	✓	✓
*ACQP, Indicators for Established Systems, www.clasp.org/careerpathways		

Measuring System Change & Performance

The following measures for **Career Pathways** at the system, program and participant levels are from the **Alliance for Quality Career Pathways (AQCP) Framework Version 1.0** (Center for Postsecondary and Economic Success at CLASP, AQCP) as summarized in the Career Pathways Toolkit: A Guide For System Development, U.S. Department of Labor.

SYSTEM MEASURES

Provides a cross-system view of results and support, shared accountability and improvement among partners.

- Return on Investment – overall cost of career pathways activities
- Increase in skills and credentials in the labor force
- Increase in workforce participation rate
- Employer engagement in career pathways system
- # of resources leveraged to sustain system

PROGRAM MEASURES

Incorporates important interim program measures that demonstrate progress toward educational and employment outcomes.

- # of participants enrolled in program
- # of participant completers
- # of participants who receive some type of postsecondary credential
- # of participants who receive some type of industry recognized credential
- # of participants entering employment
- Employment retention rate
- Earnings gain
- Employer engagement

PARTICIPANT MEASURES

Focus on results for participants within specific career pathways, rather than institutional or organization outcomes.

- Credit accumulation
- License / certificate attainment / industry recognized credential
- Degree attainment
- Wage at initial employment
- Employment retention rate
- Employment progression along a career pathway
- Earnings progress

From the Career Pathways Toolkit: A Guide For System Development, U.S. Department of Labor

Conclusion

The DC Health Care Workforce Partnership will continue to work toward its **Shared Vision** through **Shared Priorities**. Over the past three years, there have been many lessons learned and more to come. What we've learned represents building on past work and acknowledging present work, and what's ahead of us guides future work. **What we've learned:**

- The **health care industry is an economic engine for the District of Columbia**, being a strong contributor to high-demand and high-growth jobs. As a city, the District has a worker shortage of 49 available workers for every 100 open jobs. That means the health care industry is in a competitive market and must be positioned to offer occupations with easily identifiable and accessible career pathways that lead to upward mobility.
- **Creating equity in workforce demographics is central to achieving our Shared Vision**. In terms of workforce demographics, there is a major equity issue in the city, industry and sector. Residents are misaligned with the skills and competencies necessary for the prioritized health care occupations. Employers need to understand the barriers that residents face to enter the industry. Job quality is a mutual lever.
- **Collaboration is how we get things done in the District of Columbia**. We must intentionally and painstakingly work together, but the outcome is worth it. We must seek input from our stakeholders including health care workers, health care employers, public partners, and private sector supporters.

What's ahead of us:

- Continue collaborating with stakeholders to create more understanding. Commit to inclusive conversations of our partners and other stakeholders.
- Enhance the competitiveness of the health care industry (to attract DC residents) through the practice of good jobs. Understand job quality, its return on investment (for the business, worker, community, and city), where we are, and where we need to be (as an industry).
- Commit to sustaining our work as an alliance and an industry role model. Invest in the Partnership and ensure accountability for the outcomes.

Strategic Recommendations

The **Strategic Recommendations** are aligned with the **Shared Vision** and **Shared Priorities** of the DC Health Care Workforce Partnership. Each year, the Annual Health Care Occupations Report provides a transparent view of our progress toward the Shared Vision and Shared Priorities through a scorecard. We build on the Strategic Recommendation by offering Suggested Turn-On Objectives based on the insights, thought leadership and recommendations of Action Teams, which consist of partners and stakeholders of the DC Health Care Workforce Partnership. The **FY 23-24 Suggested Turn-on Objectives** present with a viewpoint of the work as an *all of us* strategy. There are specific recommendations for our primary public funding partner, the DC Workforce Investment Council (WIC). However, it takes all vested partners and stakeholder to address the Strategic Recommendations. [View the complete strategic recommendations.](#)

Strategic Recommendations	FY 23-24 Suggested Turn-On Objectives
Prioritize Health Care Occupations for Investments	Support a labor market analysis of the five additional prioritized health care occupations: Registered Nurse, Community Health Worker, Psychiatric Technician, Emergency Medical Technician and Dental Assistant to understand the education and training requirements, competency standards, and factors influencing career entry and career pathways.
Support the Health Care Workforce Partnership	Spearhead the development of a braided funding strategy of District government sources across agencies and programs with workforce development resources to maximize dollars and leverage collective impact for private funding opportunities.
Education & Training (Investments for DC WIC)	<p>Increase training capacity by:</p> <ul style="list-style-type: none"> • Supporting a comprehensive assessment of the District's education and training capacity to respond to the demand for the prioritized health care occupations. • Streamlining the Higher Education Licensing Commission (HELIC) approval process to attract organizations providing education and training for the prioritized health care occupations. • Incentivizing health care employers with multi-year funding opportunities to implement flexible delivery methods in work-based learning education and training programs for the prioritized health care occupations. • Expanding health professional programs and certifications in secondary institutions to graduate career-ready District residents. • Supporting one year of career services, case management and comprehensive supportive services for workers trained in one of the prioritized health care occupations and placed with a health care employer partner.
Career Pathways System	<p>Health care employers should:</p> <ul style="list-style-type: none"> • Work with educational institutions and agencies to validate industry competencies, industry-recognized credentials, and career pathways for the prioritized health care occupations. • Establish job quality standards for the prioritized health care occupations. • Design and implement one new work-based learning model for a prioritized health care occupation in collaboration with the education and training providers, supportive services partners.
Education & Engagement	<p>Support the implementation of the education and engagement plan by achievement of the following goals:</p> <ul style="list-style-type: none"> • Conduct a quality improvement review of the licensure process to address delays in all aspects of clinic licensing, develop and implement process improvement plans to reduce turnaround times. • Create a more diverse, equitable and inclusive credentialing system by exploring prior learning credit through work experience within the prioritized health care occupations. • Support competitive wages for prioritized health care occupations with a focus on direct care workers through sustainable reimbursement policies. • Provide career advancement support of employees in the prioritized health care occupations.

Year-in-Review

Each year, we present our cumulative progress on the strategic recommendations. As a sector partnership in the District's workforce system, we embrace our role to lead with transparency, accountability and offer insight to inform public and private investments in the health care workforce. The scorecard reflects a systems viewpoint whereby the work of both private entities, and our local government agencies work together to produce the outcomes. [Download additional details of the strategic recommendations scorecard.](#)

Recommendations Scorecard

In Progress

Not Started

	In Progress	Not Started
Prioritize Health Care Occupations for Investments		
Prioritize occupations that are among the fastest growing and highest volume health care occupations that also cross the three health care subsectors: 1. acute care; 2. ambulatory and behavioral health; and 3. skilled nursing, residential and long-term care services. Those occupations are: Certified Medical Assistant, Certified Nursing Assistant, Home Health Aide, Licensed Practical Nurse and Pharmacy Technician.	✓	
Support the Health Care Workforce Partnership		
Continued engagement, adequate funding and technical assistance support from all partners is critical to the achievement of the goals and objectives of the three shared priorities: 1. awareness of health care as a career destination for district residents; 2. industry-driven curriculum and training; and 3. development of a career pathway system.	✓	
Strengthen Education and Training		
Support a focused project within the Partnership to work with higher education institutions and training programs to develop industry-driven curriculum for each of the prioritized health care occupations.	✓	
Champion funding for tuition-free training programs for DC residents living in Wards 5, 7 and 8 who are accepted into a training program that has adopted the industry-driven curriculum for the prioritized health care occupations.	✓	
Increase training capacity by: <ol style="list-style-type: none"> 1. Strategically funding the expansion of approved training programs (focusing on education programs for CMA, CPhT and LPN). 2. Leveraging public funds to support apprenticeship programs for the prioritized health care occupations and health care employers in the three subsectors. 3. Exploring funds that will allow health care employers to offer experiential training within their facilities as part of the training program. 4. Incentivizing training programs with documented student success of certification pass rate, job placement and retention. 	✓	
Funding supportive service organizations as a horizontal integration in workforce training adding training capacity for technical knowledge and skills.		✓
Creating equitable and flexible training accessibility.	✓	

Recommendations Scorecard, *continued*

In Progress Not Started

	In Progress	Not Started
Develop a Career Pathways System		
Invest in and corral other funding sources to support building a diverse, equitable and inclusive talent pipeline of District residents, specifically from Wards 5, 7 and 8.	✓	
Mobilize Through Advocacy & Public-Private Engagement		
Collaborate with the licensing boards, health care employers and education and training programs to share challenges and create solutions that support building and sustaining talent pipeline for the prioritized health care occupations.	✓	
Continued Prioritization of Health Care Occupations for Investments		
Continue to prioritize the initially identified five health care occupations — Certified Medical Assistants, Certified Nursing Assistants, Home Health Aides, Licensed Practical Nurses and Pharmacy Technicians. Include more high demand, high growth occupations to the list of prioritized occupations – Registered Nurse, Emergency Medical Technician, Dental Assistant, Community Health Worker and Psychiatric Technician.	✓	
Determine Education and Training Capacity and Capabilities		
Design and conduct a comprehensive study on the capabilities and capacity of education and training programs in the District to inform capacity building, identify systemic barriers and evaluate workforce development services that support the prioritized health care occupations	✓	
Minimize Duplication and Maximize Participation in Sector-Based Partnerships		
The public partners in the District of Columbia should ensure the sharing of information about publicly funded efforts and existing work products across sectors to maximize resource allocation and avoid contradicting public programs.	✓	
Catalyze the Health Care Career Pathways System		
Prioritize creating the proper foundation for a Health Care Career Pathways System by 1. addressing key public policies; 2. minimizing administrative barriers; and 3. continuing to support the evaluation and optimization of the workforce development system.	✓	
Grow and Create Good Jobs Through Support to Employers, Training Providers, and Job Seekers		
Support and collaborate with employers, training programs and government partners to promote job quality improvements, maximize work-based learning opportunities, support the development of stackable skills and optimize the support services offered to training participants.	✓	

2023 Annual Health Care Occupations Report



The DCHA Program Services Company, Inc. extends appreciation to all those who contributed to this report. The report reflects a collaborative effort of the health care employers, core partners and network supporters of the DC Health Care Workforce Partnership. We are especially grateful to members and stakeholders engaged in Action Teams over the past year to inform our work and this report.

As the convener of the DC Health Care Workforce Partnership, our program team members are beyond essential to help us achieve our Shared Vision. Thank you to Yolette Gray, Jennifer Hirt, John Norman, Bolutife Omolaju, Justin Palmer, and our Project Consultant Ruth Pollard.

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DC WIC Career Pathway Maps

Understanding Career Pathway Maps

In today's economy, it is imperative that the workforce has the skills required to meet the needs of local businesses and industries. Career pathway maps are tools that help policymakers, jobseekers, employers, and others identify and understand the employment opportunities within a local industry, including the skills and requirements necessary for economic mobility and professional growth for jobseekers.

Completed in November 2023, following input from local employers and workforce development professionals, these career pathway maps are intended to inform public investment in workforce development training, services, and supports, and support individuals seeking to enter the District's high-demand industries at low- to mid-level roles. Maps will be updated periodically to reflect current data and trends in the labor market

Guide to the Career Pathway Maps:

Each map is broken down into a visual representation of potential career progression and advancement, sometimes referred to as the "pathwayability" of occupations within an industry. The pathway chevrons align to a table that provides insight into each of the job titles along the career pathway. Each column on the table corresponds with the job title above it. The map may contain several rows of job titles, compiled from recent analyses of in-demand occupations. Each row represents common entry points along the pathway, however individuals may enter pathways at any point and shift across pathways, too. This content is not inclusive of all in-demand occupations within an industry, but rather indicate options for mobility as communicated by local employers.

Job Titles: All job titles are hyperlinked to Career Coach DC, which provides labor market data, information about related available training, and current District-specific and regional job openings.

Wage: Data represents hourly income in the District of Columbia for the 10th to 90th percentile range, as calculated by Lightcast labor market data across the last calendar year prior to the District's \$17.00 minimum wage increase.

Unique Postings: Data represents the number of unique job postings in the District of Columbia for the previous year as calculated by Lightcast labor market data.

Job Zones: A Job Zone is a group of occupations that are similar in how much education people need to do the work; how much related experience people need to do the work; and how much on-the-job training people need to do the work. Job Zones have been defined by the U.S. Department of Labor, Employment and Training Administration, and can be found online at onetonline.org.

Attainability: Identifies how achievable the occupational level is: entry, middle, high, or advanced levels.

Occupation Job Titles: Titles listed under the occupation provide examples of the titles listed on job posting under the occupation.

Foundational Skills: Foundational skills are the fundamental, portable skills that are essential to conveying and receiving information that is critical to training and workplace success

Industry Profile: Business Administration

This industry comprises establishments primarily engaged in providing a range of day-to-day office administrative services, such as financial planning; billing and recordkeeping; personnel; and physical distribution and logistics, for others on a contract or fee basis. These establishments do not provide operating staff to carry out the complete operations of a business.

Relevant Industry Data:

Supply is higher than the National Average for Business Administration Occupations in the District. An average area the size of the District would have 208,296 employees. There are 314,292 employees in DC. This higher than expected supply may make it easier to find candidates. The gap between expected and actual employment is expected to remain roughly the same over the next 5 years.

- **The number of unique Job Postings in the last 12 months was 95,818**
- Jobs in this industry can be found in Federal Government Civilian (34.2%), Management, Scientific, and Technical Consulting Services (7.2%), Business, Professional, Labor, Political, and Similar Organizations (5.5%).
- The median compensation is \$51.14 per hour, 94% higher than the National median wage of \$26.30 per hour.
- 57.0% of high demand Business Administration jobs in the District are held by females.
- 47.6% of high demand Business Administration jobs in the District are held by racial minorities.
- 74.9% of high demand Business Administration jobs in the District are held by individuals ages 25-54.

The data provided in the section above is derived from the Lightcast Occupations Snapshot Report for the District of Columbia, and is based on 84 occupations all in Job Zones 1-5.

The **top 10 employers** for the Business Administration industry within the last 12 months are: Georgetown University, United States Government, Randstad, United States Congress, George Washington University, Booz Allen Hamilton, Marriott International, Guidehouse, Hillzoo.com.

*Mayors 2023 to 2028 Comeback Plan: Occupations within this industry align with the **Communication and Design Industry** outlined within the Mayors Comeback Plan.*

Career and Technical Education (CTE) prepares secondary and post-secondary adult students which aligns this industry with their **Business Management** Industry.

Wage and Unique Postings information captured in the chart reflects **August 2023 Lightcast Occupations Report** data and will be updated annually.

Job titles are linked to [Career Coach DC](#) to obtain more detailed information on the position and programs that can offer relevant training.

Industry Profile: Business Administration



Receptionists and Information Clerks

Customer Service Representatives

Human Resources Assistants

Human Resources Specialists

General and Operations Managers

Hourly Wage Range (10th -90th Percentile)	\$17.00–\$28.56	\$17.00–\$35.38	\$19.65–\$37.91	\$27.82–\$74.93	\$38.60–\$138.34
Job Training	Some previous work-related skill, knowledge, or experience is usually needed	Some previous work-related skill, knowledge, or experience is usually needed	Previous work-related skill, knowledge, or experience is required for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations
On-the-Job Requirements	A few months to one year of working with experienced employees	A few months to one year of working with experienced employees	One or two years of training involving both on-the-job experience and informal training with experienced workers	Several years of work-related experience, on-the-job training, and/or vocational training	Several years of work-related experience, on-the-job training, and/or vocational training
Education/ Certification	These occupations usually require a high school diploma	These occupations usually require a high school diploma Certified Service Manager	Vocational schools, related on-the-job experience, or an associate's degree	Most of these occupations require a four-year bachelor's degree, but some do not Certified Human Resource Analyst	Most of these occupations require a four-year bachelor's degree, but some do not
Average Annual Job Openings (2022-2032)	564	1,015	77	907	3,269
Attainability	Entry Level	Entry Level	Intermediate Level	Intermediate Level	Intermediate Level
Zone Information	Zone 2	Zone 2	Zone 3	Zone 4	Zone 4
Occupation Job Titles	Clerk Specialist, Front Desk Receptionist, Greeter, Information Assistant (Info Assistant), Medical Receptionist	Account Representative, Call Center Representative, Client Services Representative, Customer Care Representative, Customer Service Agent	Human Resources Administrative Assistant, Human Resources Assistant (HR Assistant), Human Resources Associate	Business Manager, Center Manager, Department Manager, District Manager, General Manager (GM), Operations Director	Business Manager, Center Manager, Department Manager, District Manager, General Manager (GM), Operations Director
Foundational Skills	Customer and Personal Services, Administrative, Sales and Management, Personnel and Human Resource, Production and Processing, Mathematics.				

Industry Profile: Business Administration



**Bookkeeping,
Accounting,
and Auditing
Clerks**

**Billing and
Posting
Clerks**

**Accountants
and
Auditors**

**Budget
Analysts**

**Financial
Managers**

Hourly Wage Range (10th -90th Percentile)	\$21.18–\$39.69	\$22.09–\$46.71	\$30.79–\$78.89	\$36.03–\$66.76	\$58.56–\$115.00+
Job Training	Previous work-related skill, knowledge, or experience is required for these occupations	Previous work-related skill, knowledge, or experience is required for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations
On-the-Job Requirements	One or two years of training involving both on-the-job experience and informal training with experienced workers	One or two years of training involving both on-the-job experience and informal training with experienced workers	Several years of work-related experience, on-the-job training, and/or vocational training	Several years of work-related experience, on-the-job training, and/or vocational training	Several years of work-related experience, on-the-job training, and/or vocational training
Education/ Certification	Vocational schools, related on-the-job experience, or an associate's degree Accounting and Bookkeeping Certification	Vocational schools, related on-the-job experience, or an associate's degree	Most of these occupations require a four-year bachelor's degree, but some do not Certified Auditor	Most of these occupations require a four-year bachelor's degree, but some do not	Most of these occupations require a four-year bachelor's degree, but some do not
Average Annual Job Openings (2022-2032)	460	115	1,184	152	78
Attainability	Intermediate Level	Intermediate Level	Intermediate Level	Intermediate Level	Intermediate Level
Zone Information	Zone 3	Zone 3	Zone 4	Zone 4	Zone 4
Occupation Job Titles	Account Services Representative, Biller, Billing Clerk, Billing Coordinator, Item Processing Clerk (IP Clerk), Medical Biller	Account Services Representative (Accounts Services Rep), Biller, Billing Clerk, Billing Coordinator, Item Processing Clerk	Accountant, Accounting Officer, Audit Partner, Auditor, Certified Public Accountant (CPA), Cost Accountant, Financial Auditor,	Budget Analyst, Budget Coordinator, Budget Officer, Financial Services Officer, Policy Analyst	Accounting Supervisor, Banking Center Manager (BCM), Branch Manager, Business Banking Manager, Credit Administration Manager
Foundational Skills	Customer and Personal Service, Administrative, Mathematics, Economics and Accounting, Customer and Personal Service.				

Industry Profile: Business Administration



Retail Salespersons

Customer Service Representative

Property, Real Estate, and Community Association Managers

Real Estate Sales Agents

Real Estate Brokers

Hourly Wage Range (10th -90th Percentile)	\$17.00–\$25.14	\$17.00–\$35.38	\$18.04–\$64.03	\$25.15–\$65.05	\$28.12–\$86.76
Job Training	Some previous work-related skill, knowledge, or experience is usually needed	Some previous work-related skill, knowledge, or experience is usually needed	Previous work-related skill, knowledge, or experience is required for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations
On-the-Job Requirements	A few months to one year of working with experienced employees	A few months to one year of working with experienced employees	One or two years of training involving both on-the-job experience and informal training with experienced workers	Several years of work-related experience, on-the-job training, and/or vocational training	Several years of work-related experience, on-the-job training, and/or vocational training
Education/Certification	These occupations usually require a high school diploma	These occupations usually require a high school diploma	Vocational schools, related on-the-job experience, or an associate's degree Property Manager Certification	Most of these occupations require a four-year bachelor's degree, but some do not Real Estate License	Most of these occupations require a four-year bachelor's degree, but some do not
Average Annual Job Openings (2022-2032)	584	1,015	234	129	63
Attainability	Entry Level	Entry Level	Intermediate Level	Intermediate Level	Intermediate Level
Zone Information	Zone 2	Zone 2	Zone 3	Zone 4	Zone 4
Occupation Job Titles	Car Salesman, Customer Assistant, Retail Salesperson, Sales Associate, Sales Clerk, Sales Consultant, Sales Person, Sales Representative, Salesman	Account Representative, Call Center Representative, Client Services Representative, Customer Care Representative, Customer Service Agent	Apartment Manager, Community Manager, Lease Administration Supervisor, Leasing Manager, Occupancy Director, On-Site Manager	Real Estate Agent, Real Estate Salesperson, Realtor, Realtor Associate, Sales Agent	Broker, Broker Associate, Designated Broker, Managing Broker, Real Estate Associate, Real Estate Broker, Real Estate Sales Associate, Realtor
Foundational Skills	Sales and Marketing, Customer and Personal Service, Administrative and Management, Mathematics, Economics and Accounting, Law and Government.				

Industry Profile: Business Administration



**Receptionists
and
Information
Clerks**

**Information
and Record
Clerks**

**Paralegals
and Legal
Assistants**

Lawyers

Hourly Wage Range (10th -90th Percentile)	\$17.00–\$28.56	\$19.65–\$39.33	\$27.30–\$59.93	\$57.20–\$115.00+
Job Training	Some previous work-related skill, knowledge, or experience is usually needed	Some previous work-related skill, knowledge, or experience is usually needed	Previous work-related skill, knowledge, or experience is required for these occupations	Extensive skill, knowledge, and experience are needed for these occupations
On-the-Job Requirements	A few months to one year of working with experienced employees	A few months to one year of working with experienced employees	One or two years of training involving both on-the-job experience and informal training with experienced workers	Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills
Education/ Certification	These occupations usually require a high school diploma	These occupations usually require a high school diploma	Vocational schools, related on-the-job experience, or an associate's degree Paralegal Certification	Most of these occupations require graduate school
Average Annual Job Openings (2022-2032)	564	256	757	1971
Attainability	Entry Level	Entry Level	Intermediate Level	Advanced Level
Zone Information	Zone 2	Zone 2	Zone 3	Zone 5
Occupation Job Titles	Clerk Specialist, Front Desk Receptionist, Greeter, Information Assistant (Info Assistant), Medical Receptionist	A Records Clerk, Filing Clerk, Account Clerk, Legal Clerk, Office Clerk, Sales Clerk	Certified Paralegal, Corporate Law Assistant, Law Associate, Legal Analyst, Legal Assistant, Litigation Paralegal, Paralegal	Attorney, Attorney at Law, Attorney General, City Attorney, Counsel, Deputy Attorney General, General Counsel, Lawyer
Foundational Skills	Customer and Personal Service, Administrative , Computers and Electronics, Law and Government, Administrative and Management, Personnel and Human Resources			

Industry Profile: Construction

BLS reports that the Construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector. Construction work done may include new work, additions, alterations, or maintenance and repairs. Activities of these establishments generally are managed at a fixed place of business, but they usually perform construction activities at multiple project sites. Production responsibilities for establishments in this sector are usually specified in (1) contracts with the owners of construction projects (prime contracts) or (2) contracts with other construction establishments (subcontracts).

Relevant Industry Data:

Supply is lower than the National Average for Construction Occupations in the District. An average area the size of the District would have 52,976 employees. There are 28,626 employees in DC. This higher than expected supply may make it easier to find candidates. The gap between expected and actual employment is expected to remain roughly the same over the next 5 years.

- **The number of unique Job Postings in the last 12 months was 9,124**
- Jobs in this industry can be found in Federal Government Civilian (24.8%), Architectural, Engineering and Related Services (9.1%) Building Equipment Contractors (8.0%), Nonresidential Building Construction (5.8%).
- The median compensation is \$35.05 per hour, 44% higher than the National median wage of \$24.27 per hour.
- 10.2% of high demand Construction jobs in the District are held by females.
- 52.3% of high demand Construction jobs in the District are held by racial minorities.
- 71.7% of high demand Construction jobs in the District are held by individuals ages 25-54.

The data provided in the section above is derived from the Lightcast Occupations Snapshot Report for the District of Columbia, and is based on 18 occupations all in Job Zones 1-5.

The **top 10 employers** for the Construction industry in the last 12 months are: GPAC, Georgetown University, M.C. Deam, Consigli Construction Co. Actalent, United States Congress, CyberCoders, Booz Allen Hamilton and Metropolitan Washington Airports Authority.

Wage and Unique Postings information captured in the subsequent chart reflects **August 2023 Lightcast Occupations Report** data and will be updated annually.

Job titles are linked to [Career Coach DC](#) to obtain more detailed information on the position and programs that can offer relevant training.

Industry Profile: Construction



Construction Laborers

Operating Engineers and Other Construction Equipment Operators

Construction and Building Inspectors

First-Line Supervisors of Construction Trades

Construction Managers

Hourly Wage Range (10th -90th Percentile)	\$17.00–\$27.42	\$21.81–\$42.52	\$27.82–\$56.49	\$28.70–\$70.73	\$39.83–\$104.01
Job Training	Some previous work-related skill, knowledge, or experience is usually needed	Some previous work-related skill, knowledge, or experience is usually needed	Previous work-related skill, knowledge, or experience is required for these occupations	Previous work-related skill, knowledge, or experience is required for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations
On-the-Job Requirements	A few months to one year of working with experienced employees	A few months to one year of working with experienced employees	One or two years of training involving both on-the-job experience and informal training with experienced workers	One or two years of training involving both on-the-job experience and informal training with experienced workers	Several years of work-related experience, on-the-job training, and/or vocational training
Education/Certification	These occupations usually require a high school diploma OSHA Certification	These occupations usually require a high school diploma Equipment Operator Safety Certification	Vocational schools, related on-the-job experience, or an associate's degree BPI Certification	Vocational schools, related on-the-job experience, or an associate's degree	Most of these occupations require a four-year bachelor's degree, but some do not Certified Construction Manager
Average Annual Job Openings (2022-2032)	320	86	77	179	143
Attainability	Entry Level	Entry Level	Intermediate Level	Intermediate Level	Intermediate Level
Zone Information	Zone 2	Zone 2	Zone 3	Zone 3	Zone 4
Occupation Job Titles	Bituminous Asphalt Technician, Construction Laborer, Construction Worker, Drop Crew Laborer, Equipment Operator (EO)	Back Hoe Operator, Engineering Equipment Operator, Equipment Operator (EO), Forklift Operator, Heavy Equipment Operator (HEO)	Building Inspection Engineer, Building Inspector, Building Official, Code Enforcement Officer, Construction Inspector	Construction Foreman, Coal Mine Production Foreman, Construction Supervisor, Electrical Supervisor	Concrete Foreman, Construction Area Manager, Construction Foreman, Construction Manager
Foundational Skills	Building and Construction, Public Safety and Security, Mechanical, Customer and Personal Service, Mathematics, Engineering and Technology, Design, Administrative and Management.				

Industry Profile: Construction



**Painters,
Construction
and
Maintenance**

**Installation,
Maintenance,
and Repair
Workers**

**Heating, Air
Conditioning,
and Refrigeration
Mechanics and
Installers**

**First-Line
Supervisors of
Mechanics, In-
stallers, and
Repairers**

Hourly Wage Range (10th -90th Percentile)	\$17.46–\$35.71	\$19.94–\$37.49	\$28.27–\$47.01	\$30.24–\$56.10
Job Training	Some previous work-related skill, knowledge, or experience is usually needed	Some previous work-related skill, knowledge, or experience is usually needed	Some previous work-related skill, knowledge, or experience is usually needed	Previous work-related skill, knowledge, or experience is required for these occupations
On-the-Job Requirements	A few months to one year of working with experienced employees	A few months to one year of working with experienced employees	A few months to one year of working with experienced employees	One or two years of training involving both on-the-job experience and informal training with experienced workers
Education/ Certification	These occupations usually require a high school diploma OSHA Certification	These occupations usually require a high school diploma	These occupations usually require a high school diploma HVAC	Vocational schools, related on-the-job experience, or an associate's degree
Average Annual Job Openings (2022-2032)	54	53	52	121
Attainability	Entry Level	Entry Level	Entry Level	Intermediate Level
Zone Information	Zone 2	Zone 2	Zone 2	Zone 3
Occupation Job Titles	Facilities Painter, Highway Painter, House Painter, Industrial Painter, Maintenance Painter, Painter	Maintenance Mechanics, Maintenance Repair Technician, Repair Technicians	A/C Tech (Air Conditioning Technician); HVAC Installer (Heating, Ventilation, and Air Conditioning Installer); HVAC Mechanic (Heating, Ventilation, and Air Conditioning Mechanic)	Electrical and Instrumentation Supervisor (E and I Supervisor), Facilities Maintenance Supervisor, Facility Maintenance Supervisor, Maintenance Coordinator, Maintenance Foreman
Foundational Skills	Public Safety and Security, Administrative and Management, Customer and Personal Service, Building and Construction, Mechanical, Engineering and Technology, Computers and Electronics, Customer and Personal Service.			

Industry Profile: Education

The U.S. Bureau of Labor and Statistics (BLS) defines the Education sector as comprised by establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students.

Relevant Industry Data:

Supply is lower than the National Average for Education Occupations in the District. An average area the size of the District would have 57,120 employees. There are 46,338 employees in DC. This higher than expected supply may make it easier to find candidates. The gap between expected and actual employment is expected to narrow over the next 5 years.

- **The number of unique Job Postings in the last 12 months was 11,258**
- Jobs in this industry can be found in Colleges, Universities and Professional Schools (27.5%), Elementary and Secondary Schools (20.2%) Education and Hospitals (15.2%), Child Day Care Services (6.8%).
- The median compensation is \$32.06 per hour, 35% higher than the National median wage of \$23.78 per hour.
- 68.6% of high demand Education jobs in the District are held by females.
- 55.2% of high demand Education jobs in the District are held by racial minorities.
- 69.3% of high demand Education jobs in the District are held by individuals ages 25-54.

The data provided in the section above is derived from the Lightcast Occupations Snapshot Report for the District of Columbia, and is based on 26 occupations all in Job Zones 1-5.

The **top 10 employers** for the Education industry within the last 12 months are: Georgetown University, George Washington University, American University, Howard University, Trinity Washington University, University of the District of Columbia, District of Columbia Public Schools, University of Washington, Tensquare and United States Congress.

*Mayors 2023 to 2028 Comeback Plan: Occupations within this industry align with the **Education and Research Industry** outlined within the Mayors Comeback Plan.*

*Career and Technical Education (CTE) prepares secondary and post-secondary adult students which aligns this industry with their **Education and Training Industry**.*

Wage and Unique Postings information captured in the chart reflects **August 2023 Lightcast Occupations Report** data and will be updated annually.

Job titles are linked to [Career Coach DC](#) to obtain more detailed information on the position and programs that can offer relevant training.

Industry Profile: Education



Self-Enrichment Teachers

Preschool Teachers

Elementary School Teachers

Middle School Teachers

Education Administrators, Kindergarten through Secondary

Hourly Wage Range (10th -90th Percentile)	\$17.00–\$43.41	\$17.00–\$50.85	\$29.84–\$49.88	\$29.65–\$49.38	\$37.83–\$81.28
Job Training	Some previous work-related skill, knowledge, or experience is usually needed	Previous work-related skill, knowledge, or experience is required for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	Extensive skill, knowledge, and experience are needed for these occupations
On-the-Job Requirements	A few months to one year of working with experienced employees	One or two years of training involving both on-the-job experience and informal training with experienced workers	Several years of work-related experience, on-the-job training, and/or vocational training	Several years of work-related experience, on-the-job training, and/or vocational training	These occupations assume that the person will already have the required skills
Education/Certification	These occupations usually require a high school diploma	Vocational schools, related on-the-job experience, or an associate's degree Early Childhood Generalist	Most of these occupations require a four-year bachelor's degree, but some do not	Most of these occupations require a four-year bachelor's degree, but some do not	Most of these occupations require graduate school
Average Annual Job Openings (2022-2032)	140	303	388	124	159
Attainability	Entry Level	Intermediate Level	Intermediate Level	Intermediate Level	Advanced Level
Zone Information	Zone 2	Zone 3	Zone 4	Zone 4	Zone 5
Occupation Job Titles	Art Teacher, Dance Instructor, Dance Teacher, Driving Instructor, Flight Instructor, Instructor, Martial Arts Instructor, Music Instructor, Piano Teacher, Teacher	Child Development Teacher, Early Childhood Teacher, Group Teacher, Infant Teacher, Montessori Preschool Teacher, Nursery Teacher	Art Teacher, Classroom Teacher, Educator, Elementary Education Teacher, Elementary School Teacher, Elementary Teacher, Teacher	English Teacher, Language Arts Teacher, Mathematics Teacher (Math Teacher), Middle School Teacher, Music Teacher	Athletic Director, Elementary Principal, High School Principal, Middle School Principal, Principal, School Administrator, School Superintendent
Foundational Skills	Education and Training, Customer and Personal Services, Public Safety and Security, Psychology, Mathematics, Computers and Electronics, Personnel and Human Resources.				

Industry Profile: Education



Hourly Wage Range (10th -90th Percentile)	\$17.00–\$29.44	\$17.00–\$44.66	\$17.00–\$52.67	\$19.65–\$73.27
Job Training	Some previous work-related skill, knowledge, or experience is usually needed	Previous work-related skill, knowledge, or experience is required for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations
On-the-Job Requirements	A few months to one year of working with experienced employees	One or two years of training involving both on-the-job experience and informal training with experienced workers	Several years of work-related experience, on-the-job training, and/or vocational training	Several years of work-related experience, on-the-job training, and/or vocational training
Education/Certification	These occupations usually require a high school diploma	Vocational schools, related on-the-job experience, or an associate's degree	Most of these occupations require a four-year bachelor's degree, but some do not	Most of these occupations require a four-year bachelor's degree, but some do not
Average Annual Job Openings (2022-2032)	181	175	137	169
Attainability	Entry Level	Intermediate Level	Intermediate Level	Intermediate Level
Zone Information	Zone 2	Zone 3	Zone 4	Zone 4
Occupation Job Titles	Activities Assistant, Activities Director, Activity Aide, Activity Assistant, Activity Coordinator, Activity Director, Recreation Assistant	Aerobics Instructor, Fitness Instructor, Fitness Specialist, Fitness Technician, Fitness Trainer, Group Exercise Instructor, Group Fitness Instructor	Baseball Coach, Basketball Coach, Coach, Football Coach, Gymnastics Coach, Soccer Coach, Softball Coach, Track and Field Coach, Volleyball Coach	Teacher, Teacher Aide, Teacher Assistant, Teaching Assistant, Tutor, Youth Care Worker, Substitute Teacher, School Librarian
Foundational Skills	Public Safety and Security, Customer and Personal Service, Education and Training, Law and Government, Psychology.			

Industry Profile: Healthcare

The U.S. Bureau of Labor and Statistics (BLS) defines the Health Care and Social Assistance sector as establishments providing health care and social assistance for individuals. The industries in this sector are arranged on a continuum starting with establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.

Relevant Industry Data for the District of Columbia:

Supply for workers in this sector is low: An average area the size of the District would have approximately 54,201 Healthcare Occupation workers, where there are approximately 44,699 healthcare workers in the District of Columbia. This lower-than-expected supply may make it more difficult to find candidates. The gap between expected and actual employment is expected to increase over the next 5 years.

- **The number of unique job postings in the last 12 months was 24,493.**
- Jobs in this industry can be found in General Medical and Surgical Hospitals (26.1%), Federal Government, Civilian (22.9%), Offices of Physicians (7.9%).
- The median compensation for Healthcare Occupation workers is \$37.03 per hour, 29% higher than the National median wage of \$28.73 per hour.
- 77.5% of high demand Healthcare jobs in the District are held by females.
- 65.3% of high demand Healthcare jobs in the District are held by racial minorities.
- 74.8% of Healthcare jobs in the District are held by individuals ages 25-54.

The data provided in the section above is derived from the Lightcast Occupations Snapshot Report for the District of Columbia, and is based on 27 occupations in Job Zones 1-5.

The **top 10 employers** for the Healthcare Industry within the last 12 months are: MedStar Health, Children's National Medical Center, George Washington University Hospital, Children's National Hospital, Johns Hopkins, Universal Health Services, Georgetown University, Johns Hopkins Medical Center Corporate Security, Bridgepoint Healthcare and Aya Healthcare.

*Mayors 2023 to 2028 Comeback Plan: Occupations within this industry align with the **Life Sciences and HealthTech Industry** outlined within the Mayors Comeback Plan.*

*Career and Technical Education (CTE) prepares secondary and post-secondary adult students which aligns this industry with their **Health Science Industry**.*

Wage and Unique Postings information captured in the chart reflects **August 2023 Lightcast Occupations Report** data and will be updated annually.

Job titles are linked to [Career Coach DC](#) to obtain more detailed information on the position and programs that offer relevant training to District residents.

Industry Profile: Healthcare



	<u>Nursing Assistants</u>	<u>Medical Assistants</u>	<u>Licensed Practical and Licensed Vocational Nurses</u>	<u>Registered Nurses</u>	<u>Nurse Practitioners</u>
Hourly Wage Range (10th -90th Percentile)	\$17.31–\$24.89	\$19.30–\$29.68	\$25.00–\$35.27	\$31.85–\$65.05	\$50.86–\$82.45
Job Training	Previous work-related skill, knowledge, or experience is required for these occupations	Previous work-related skill, knowledge, or experience is required for these occupations	Previous work-related skill, knowledge, or experience is required for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	Most of these occupations require graduate school
On-the-Job Requirements	One or two years of training involving both on-the-job experience and informal training with experienced workers	One or two years of training involving both on-the-job experience and informal training with experienced workers	One or two years of training involving both on-the-job experience and informal training with experienced workers	Several years of work-related experience, on-the-job training, and/or vocational training	Extensive skill, knowledge, and experience are needed for these occupations. Many require more than five years of experience
Education/Certification	Vocational schools, related on-the-job experience, or an associate's degree	Vocational schools, related on-the-job experience, or an associate's degree	Vocational schools, related on-the-job experience, or an associate's degree	Most of these occupations require a four-year bachelor's degree, but some do not	Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills
Average Annual Job Openings (2022-2032)	549	411	138	808	93
Attainability	Intermediate Level	Intermediate Level	Intermediate Level	Intermediate Level	Advanced Level
Zone Information	Zone 3	Zone 3	Zone 3	Zone 4	Zone 5
Occupation Job Titles	Certified Medication Aide (CMA), Certified Nurse Aide (CNA), Certified Nurses Aide (CNA), Certified Nursing Assistant (CNA), Licensed Nursing Assistant (LNA)	Certified Medical Assistant (CMA), Chiropractor Assistant, Clinical Medical Assistant, Doctor's Assistant, Health Assistant, Ophthalmological Assistant	Charge Nurse, Clinic Licensed Practical Nurse (Clinic LPN), Clinic Nurse, Home Health Licensed Practical Nurse (Home Health LPN), Licensed Vocational Nurse (LVN)	Certified Operating Room Nurse (CNOR), Charge Nurse, Emergency Department RN (Emergency Department Registered Nurse), Oncology RN	Adult Nurse Practitioner, Advanced Practice Registered Nurse (APRN), Advanced Registered Nurse Practitioner Specialist (ARNP Specialist) Acute Care Nurse Practitioner (ACNP)
Foundational Skills	Customer and Personal Services, Administration and Management, Medicine and Dentistry, Public Safety and Security, Computer and Electronics, Psychology, Biology.				

Industry Profile: Healthcare



**Healthcare
Support
Workers**

**Health
Education
Specialists**

**Medical and
Health
Services
Managers**

**Educational,
Guidance,
and Career
Counselors and
Advisors**

Hourly Wage Range (10th -90th Percentile)	\$17.00–\$38.75	\$23.88–\$71.14	\$39.82–\$115.00+	\$17.61–\$49.22
Job Training	Some previous work-related skill, knowledge, or experience is usually needed	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	Most of these occupations require graduate school
On-the-Job Requirements	A few months to one year of working with experienced employees	Several years of work-related experience, on-the-job training, and/or vocational training	Several years of work-related experience, on-the-job training, and/or vocational training	Extensive skill, knowledge, and experience are needed for these occupations. Many require more than five years of experience
Education/ Certification	These occupations usually require a high school diploma	Most of these occupations require a four-year bachelor's degree, but some do not	Most of these occupations require a four-year bachelor's degree, but some do not	Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills
Average Annual Job Openings (2022-2032)	72	100	231	217
Attainability	Entry Level	Intermediate Level	Intermediate Level	Advanced Level
Zone Information	Zone 2	Zone 4	Zone 4	Zone 5
Occupation Job Titles	Healthcare Assistant (HCA), Nursing Assistant, Midwifery Assistant	Certified Diabetes Educator, Clinical Instructor, Community Health Consultant, Education Coordinator, Health Education Coordinator, Health Education Specialist	Cancer Center Director, Clinical Director, Health Information Management Director (HIM Director), Health Information Manager (HIM Manager), Healthcare System Director	Academic Advisor, Academic Counselor, Admissions Counselor, Career Counselor, College Counselor, Guidance Counselor, School Adjustment Counselor
Foundational Skills	Customer and Personal Service, Education and Training, English Language, Administrative, Psychology, Therapy and Counseling.			

Industry Profile: Healthcare



**Healthcare
Support
Workers**

**Health
Technologists
and Technicians**

**Clinical
Laboratory
Technologists
and Technicians**

Hourly Wage Range (10th -90th Percentile)	\$17.00–\$38.75	\$18.11–\$41.87	\$23.22–\$46.03
Job Training	Some previous work-related skill, knowledge, or experience is usually needed	Previous work-related skill, knowledge, or experience is required for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations
On-the-Job Requirements	A few months to one year of working with experienced employees	One or two years of training involving both on-the-job experience and informal training with experienced workers	Several years of work-related experience, on-the-job training, and/or vocational training
Education/ Certification	These occupations usually require a high school diploma	Vocational schools, related on-the-job experience, or an associate's degree	Most of these occupations require a four-year bachelor's degree, but some do not
Average Annual Job Openings (2022-2032)	72	64	109
Attainability	Entry Level	Intermediate Level	Intermediate Level
Zone Information	Zone 2	Zone 3	Zone 4
Occupation Job Titles	Healthcare Assistant (HCA), Nursing Assistant, Midwifery Assistant	Veterinarian Technician, Pharmacy Technician, Animal Technician, Scrub Tech Senior Veterinary Technician	Clinical Laboratory Scientist (CLS), Clinical Laboratory Technologist, Histologist Technologist, Medical Laboratory Technologist (Medical Lab Tech), Medical Technologist (MT), Microbiology Technologist
Foundational Skills	Psychology, Therapy and Counseling, Sociology and Anthropology, Customer and Personal Service, Biology, Medicine and Dentistry, Customer and Personal Service, Chemistry.		

Industry Profile: Hospitality, Retail, Tourism and Entertainment

BLS reports that the Hospitality Accommodation and Food Services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment. Businesses that provide customers with lodging or that provide services to meet varied cultural, entertainment, and recreational interests of their patrons.

Relevant Industry Data:

Supply is lower than the National Average for high demand Hospitality, Retail, Tourism and Entertainment Occupations in the District. An average area the size of the District would have 130,361 employees. There are 93,323 employees in DC. This higher than expected supply may make it easier to find candidates. The gap between expected and actual employment is expected to remain roughly the same over the next 5 years.

- **The number of unique Job Postings in the last 12 months was 18,660**

- Jobs in this industry can be found in Restaurants and Other Eating Places (36.5%), Services to Buildings and Dwellings (10%) and Traveler Accommodation (7.2%).
- The median compensation is \$18.04 per hour, 18% higher than the National median wage of \$15.34 per hour.
- 50.1% of high demand high demand Hospitality, Retail, Tourism and Entertainment jobs in the District are held by females.
- 67.3% of high demand high demand Hospitality, Retail, Tourism and Entertainment jobs in the District are held by racial minorities.
- 62.3% of high demand high demand Hospitality, Retail, Tourism and Entertainment jobs in the District are held by individuals ages 25-54.

The data provided in the section above is derived from the Lightcast Occupations Snapshot Report for the District of Columbia, and is based on 31 occupations all in Job Zones 1-5.

The **top 10 employers** for the Hospitality, Retail, Tourism and Entertainment industry within the last 12 months are: Hilton, Marriot International, Compass Group, Aramark, Hyatt, Thompson Hospitality, Concord Hospitality Enterprises, Starbucks, Chick-fil-A and Montage Hotels and Resorts.

*Mayors 2023 to 2028 Comeback Plan: Occupations within this industry align with the **Hospitality, Tourism and Entertainment Industry** outlined within the Mayors Comeback Plan.*

Career and Technical Education (CTE) prepares secondary and post-secondary adult students which aligns this industry with their **Hospitality and Tourism** Industry.

Wage and Unique Postings information captured in the chart reflects **August 2023 Lightcast Occupations Report** data and will be updated annually.

Job titles are linked to [Career Coach DC](#) to obtain more detailed information on the position and programs that can offer relevant training.

Industry Profile: Hospitality, Retail, Tourism and Entertainment



Food Preparation Workers

Waiters and Waitresses

Bartenders

First-Line Supervisors of Food Preparation and Serving Workers

Chefs and Head Cooks

Hourly Wage Range (10th -90th Percentile)	\$17.00–\$22.30	\$17.00–\$49.30	\$17.00–\$49.22	\$17.20–\$44.97	\$23.72–\$49.03
Job Training	Some of these occupations may require a high school diploma or GED certificate	Some previous work-related skill, knowledge, or experience is usually needed	Some previous work-related skill, knowledge, or experience is usually needed	Previous work-related skill, knowledge, or experience is required for these occupations	Previous work-related skill, knowledge, or experience is required for these occupations
On-the-Job Requirements	A few days to a few months of training	A few months to one year of working with experienced employees	A few months to one year of working with experienced employees	One or two years of training involving both on-the-job experience and informal training with experienced workers	One or two years of training involving both on-the-job experience and informal training with experienced workers
Education/Certification	These occupations involve following instructions and helping others ServSafe Food Handler	These occupations usually require a high school diploma ServSafe Food and Alcohol	These occupations usually require a high school diploma ServSafe Alcohol	Vocational schools, related on-the-job experience, or an associate's degree	Vocational schools, related on-the-job experience, or an associate's degree
Average Annual Job Openings (2022-2032)	953	2,679	1,058	705	289
Attainability	Entry Level	Entry Level	Entry Level	Intermediate Level	Intermediate Level
Zone Information	Zone 1	Zone 2	Zone 2	Zone 3	Zone 3
Occupation Job Titles	Deli Clerk (Delicatessen Clerk), Diet Aide, Dietary Aide, Dietary Assistant, Food Prep (Food Preparer), Food Service Aide, Food Service Worker, Nutrition Aide, Pantry Cook	Banquet Server, Buffet Server, Cocktail Server, Food Runner, Food Server, Restaurant Server, Server, Waiter, Waitress, Waitstaff	Banquet Bartender, Bar Captain, Bartender, Mixologist	Cafeteria Manager, Dietary Supervisor, Food and Nutrition Services Supervisor, Food Production Supervisor, Food Service Director	Banquet Chef, Certified Executive Chef (CEC), Chef, Cook, Executive Chef (Ex Chef), Executive Sous Chef, Head Cook, Kitchen Manager, Pastry Chef, Sous Chef
Foundational Skills	Customer and Personal Service, Administration and Management, Public Safety and Security, Sales and Marketing, Food Preparation, Customer and Personal Service, Education and Training, Food Production, Production and Processing, Personnel and Human Resources.				

*Wage data impacted by tip payments and service wage laws.

Industry Profile: Hospitality, Retail, Tourism and Entertainment



**Laundry and
Dry-Cleaning
Workers**

**Maids
and
Housekeeping
Cleaners**

**First-Line
Supervisors of
Housekeeping
and Janitorial
Workers**

**General and
Operations
Managers**

Hourly Wage Range (10th -90th Percentile)	\$17.00–\$24.38	\$17.00–\$25.62	\$18.62–\$37.63	\$38.65–\$115.00+
Job Training	Some of these occupations may require a high school diploma or GED certificate	Some of these occupations may require a high school diploma or GED certificate	Some previous work-related skill, knowledge, or experience is usually needed	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations
On-the-Job Requirements	A few days to a few months of training	A few days to a few months of training	A few months to one year of working with experienced employees	Several years of work-related experience, on-the-job training, and/or vocational training
Education/ Certification	These occupations involve following instructions and helping others	These occupations involve following instructions and helping others	These occupations usually require a high school diploma	Most of these occupations require a four-year bachelor's degree, but some do not
Average Annual Job Openings (2022-2032)	57	888	183	3,269
Attainability	Entry Level	Entry Level	Entry Level	Intermediate Level
Zone Information	Zone 1	Zone 1	Zone 2	Zone 4
Occupation Job Titles	Dry Cleaner, Laundry Aide, Laundry Assistant, Laundry Attendant, Laundry Housekeeper, Laundry Technician, Laundry Worker, Personal Clothing Laundry Aide, Spotter	Chambermaid, Cleaner, Cottage Attendant, Environmental Services Aide, Environmental Services Worker, Guest Room Attendant	Building Services Supervisor, Buildings and Grounds Supervisor, Custodian Supervisor, Environmental Services Supervisor	Business Manager, Department Manager, District Manager, General Manager (GM), Operations Director, Operations General Manager (Operations GM), Operations Manager
Foundational Skills	Customer and Personal Service, Production and Processing, Public Safety and Security, Administration and Management, Mathematics.			

Industry Profile: Information Technology

The North American Industry Classification System (NAICS) states that this industry comprises establishments primarily engaged in providing expertise in the field of information technologies through one or more of the following activities: (1) writing, modifying, testing, and supporting software to meet the needs of a particular customer; (2) planning and designing computer systems that integrate computer hardware, software, and communication technologies; (3) on-site management and operation of clients' computer systems and/or data processing facilities; and (4) other professional and technical computer related advice and services.

Relevant Industry Data:

Supply is higher than the National Average for Information Technology Occupations in the District. An average area the size of the District would have 24,564 employees. There are 51,902 employees in DC. This higher than expected supply may make it easier to find candidates. The gap between expected and actual employment is expected to remain roughly the same over the next 5 years.

- **The number of unique Job Postings in the past 12 months was 49,293.**
- Jobs in this industry can be found in Federal Government Civilian (32.7%), Computer Systems Design and Related Services (24%), Management, and Scientific, and Technical Consulting Services (6.6%).
- The median compensation is \$55.10 per hour, 17% higher than the National median wage of \$47.00 per hour.
- 32.6% of high demand Information Technology jobs in the District are held by females.
- 54.3% of high demand Information Technology jobs in the District are held by racial minorities.
- 80.3% of high demand Information Technology jobs in the District are held by individuals ages 25-54.

The data provided in the section above is derived from the Lightcast Occupations Snapshot Report for the District of Columbia, and is based on 17 occupations all in Job Zones 1-5.

The **top 10 employers** for the Information Technology industry within the last 12 months are: Booz Allen Hamilton, General Dynamics, Leidos, Randstad, Guidehouse, Georgetown University, SAIC, United States Government, CyberCoders and Accenture.

*Mayors 2023 to 2028 Comeback Plan: Occupations within this industry align with the **Technology (e.g., Cybersecurity, AI) Industry** outlined within the Mayors Comeback Plan.*

Career and Technical Education (CTE) prepares secondary and post-secondary adult students which aligns this industry with their Information Technology Industry.

Wage and Unique Postings information captured in the chart reflects **August 2023 Lightcast Occupations Report** data and will be updated annually.

Job titles are linked to [Career Coach DC](#) to obtain more detailed information on the position and programs that can offer relevant training.

Industry Profile: Information Technology



**Computer
User
Support
Specialist**

**Computer
Network
Support
Specialist**

**Web
Developer**

**Computer
Systems
Analysts**

**Computer
Network
Architects**

Hourly Wage Range (10th -90th Percentile)	\$24.66–\$50.45	\$28.16–\$59.08	\$34.42–\$77.67	\$36.79–\$83.75	\$37.25–\$86.95
Job Training	Previous work-related skill, knowledge, or experience is required for these occupations	Previous work-related skill, knowledge, or experience is required for these occupations	Previous work-related skill, knowledge, or experience is required for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations
On-the-Job Requirements	One or two years of training involving both on-the-job experience and informal training with experienced workers	One or two years of training involving both on-the-job experience and informal training with experienced workers	One or two years of training involving both on-the-job experience and informal training with experienced workers	Several years of work-related experience, on-the-job training, and/or vocational training	Several years of work-related experience, on-the-job training, and/or vocational training
Education/ Certification	Vocational schools, related on-the-job experience, or an associate's degree	Vocational schools, related on-the-job experience, or an associate's degree	Vocational schools, related on-the-job experience, or an associate's degree	Most of these occupations require a four-year bachelor's degree, but some do not	Most of these occupations require a four-year bachelor's degree, but some do not
Average Annual Job Openings (2022-2032)	412	78	90	248	75
Attainability	Intermediate Level	Intermediate Level	Intermediate Level	Intermediate Level	Intermediate Level
Zone Information	Zone 3	Zone 3	Zone 3	Zone 4	Zone 4
Occupation Job Titles	Computer Specialist, Computer Support Specialist, Computer Technician, Desktop Support Technician, Help Desk Analyst, Help Desk Technician	Computer Network Specialist, IT Consultant (Information Technology Consultant), Network Specialist, Network Support Specialist	Technology Applications Engineer, Web Architect, Web Design Specialist, Web Designer, Web Developer, Webmaster	Applications Analyst, Business Systems Analyst, Computer Analyst, Computer Systems Analyst, Computer Systems Consultant	Design Engineer, Network Analyst, Network and Security Engineer, Network Consultant, Network Systems Consultant, Networking Systems and Distributed Systems Engineer
Foundational Skills	Computers and Electronics, Customer and Personal Service, Telecommunications, Education and Training, Engineering and Technology, Mathematics, Communications and Media, Administration and Management, Design.				

Industry Profile: Information Technology



**Web
Developer**

**Web and
Digital
Interface
Designers**

**Software Quality
Assurance
Analysts and
Testers**

**Software
Developers**

Hourly Wage Range (10th -90th Percentile)	\$34.42–\$77.67	\$17.00–\$65.72	\$36.56–\$75.13	\$42.19–\$89.06
Job Training	Previous work-related skill, knowledge, or experience is required for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations
On-the-Job Requirements	One or two years of training involving both on-the-job experience and informal training with experienced workers.	Several years of work-related experience, on-the-job training, and/or vocational training	Several years of work-related experience, on-the-job training, and/or vocational training	Several years of work-related experience, on-the-job training, and/or vocational training
Education/ Certification	Vocational schools, related on-the-job experience, or an associate's degree	Most of these occupations require a four-year bachelor's degree, but some do not	Most of these occupations require a four-year bachelor's degree, but some do not	Most of these occupations require a four-year bachelor's degree, but some do not
Average Annual Job Openings (2022-2032)	90	113	87	851
Attainability	Intermediate Level	Intermediate Level	Intermediate Level	Intermediate Level
Zone Information	Zone 3	Zone 4	Zone 4	Zone 4
Occupation Job Titles	Technology Applications Engineer, Web Architect, Web Design Specialist, Web Designer, Web Developer, Webmaster	Technology Applications Engineer, Web Architect, Web Design Specialist, Web Designer, Web Developer, Webmaster	Automation Tester, Information Technology Analyst (IT Analyst), Quality Assurance Analyst (QA Analyst), Quality Assurance Engineer (QA Engineer), Quality Engineer	Application Developer, Application Integration Engineer, Developer, Infrastructure Engineer, Network Engineer, Software Architect, Software Developer
Foundational Skills	Computers and Electronics, Mathematics, Communications and Media, Engineering and Technology, Mathematics, Design.			

Industry Profile: Security and Law Enforcement

The North American Industry Classification System (NAICS) states that this industry is comprised of two subsectors, Police Protection and Security Guards and Patrol Services. This industry comprises establishments primarily engaged in providing guard and patrol services, and government establishments primarily engaged in criminal and civil law enforcement, police, traffic safety, and other activities related to the enforcement of the law and preservation of order.

Relevant Industry Data:

Supply is higher than the National Average for high demand Security and Law Occupations in the District. An average area the size of the District would have 19,302 employees. There are 66,722 employees in DC. This higher than expected supply may make it easier to find candidates. The gap between expected and actual employment is expected to remain roughly the same over the next 5 years.

- **The number of unique Job Postings in the last 12 months was 7,971**

- Jobs in this industry can be found in Federal Government Civilian (32%), Legal Services (28.8%), Investigation and Security Services (16.4%).
- The median compensation is \$68.02 per hour, 164% higher than the National median wage of \$25.79 per hour.
- 37.6% of high demand Security and Law jobs in the District are held by females.
- 51.2% of high demand Security and Law jobs in the District are held by racial minorities.
- 77.6% of high demand Security and Law jobs in the District are held by individuals ages 25-54.

The data provided in the section above is derived from the Lightcast Occupations Snapshot Report for the District of Columbia, and is based on 12 occupations all in Job Zones 1-5.

The **top 10 employers** for the Security and Law industry within the last 12 months are: Allied Universal, United States Government, Georgetown University, United States Department of Justice, United States Congress, Sectek, GPAC, GardaWorld, United States Department of Homeland Security and Booz Allen Hamilton.

Career and Technical Education (CTE) prepares secondary and post-secondary adult students which aligns this industry with their Law, Public Safety, Corrections, and Security Industry.

Wage and Unique Postings information captured in the subsequent chart reflects **August 2023 Lightcast Occupations Report** data and will be updated annually.

Job titles are linked to [Career Coach DC](#) to obtain more detailed information on the position and programs that can offer relevant training.

Industry Profile: Security and Law Enforcement



	<u>Security Guards</u>	<u>First Line Supervisors of Security Workers</u>	<u>Police and Sheriff's Patrol Officers</u>	<u>Detectives and Criminal Investigator</u>	<u>First-Line Supervisors of Police and Detectives</u>
Hourly Wage Range (10th -90th Percentile)	\$17.82–\$35.70	\$27.83–\$41.15	\$30.02–\$49.28	\$41.13–\$84.30	\$40.96–\$84.75
Job Training	Some previous work-related skill, knowledge, or experience is usually needed	Some previous work-related skill, knowledge, or experience is usually needed	Previous work-related skill, knowledge, or experience is required for these occupations	Previous work-related skill, knowledge, or experience is required for these occupations	Previous work-related skill, knowledge, or experience is required for these occupations
On-the-Job Requirements	A few months to one year of working with experienced employees	A few months to one year of working with experienced employees	One or two years of training involving both on-the-job experience and informal training with experienced workers	One or two years of training involving both on-the-job experience and informal training with experienced workers	One or two years of training involving both on-the-job experience and informal training with experienced workers
Education/Certification	These occupations usually require a high school diploma Security Guard Licenses	These occupations usually require a high school diploma	Vocational schools, related on-the-job experience, or an associate's degree Cadet Corps Training	Vocational schools, related on-the-job experience, or an associate's degree Required to be a police office to advance	Vocational schools, related on-the-job experience, or an associate's degree
Average Annual Job Openings (2022-2032)	2,245	67	515	275	100
Attainability	Entry Level	Intermediate Level	Intermediate Level	Intermediate Level	Intermediate Level
Zone Information	Zone 2	Zone 2	Zone 3	Zone 3	Zone 3
Occupation Job Titles	Security Officer, Custom Protection Officer, Customer Service Security Officer	Security Shift Supervisor	Law Enforcement Officer, Patrol Deputy, Patrol Officer, Peace Officer, Police Officer	Crime Scene Investigator (CSI), Criminal Investigator, Detective, Fugitive Detective	Police Captain, Shift Supervisor
Foundational Skills	Public Safety and Security, Customer an Personal Service, Computers and Electronics, Administration and Management, Law and Government, Psychology.				

Industry Profile: Transportation, Infrastructure and Utilities

The infrastructure industry sector is broken down into three subsectors, Transportation and Warehousing, Utilities, and Machinery Manufacturing. BLS provides the following reports for each of the subsectors in this industry: The Transportation and Warehousing subsector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. The Utilities subsector comprises establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal. Within this sector, the specific activities associated with the utility services provided vary by utility. Industries in the Machinery Manufacturing subsector create end products that apply mechanical force, for example, the application of gears and levers, to perform work. Some important processes for the manufacture of machinery are forging, stamping, bending, forming, and machining that are used to shape individual pieces of metal.

Relevant Industry Data:

Supply is lower than the National Average for Transportation, Infrastructure and Utilities Occupations in the District. An average area the size of the District would have 34,702 employees. There are 12,591 employees in DC. This higher than expected supply may make it easier to find candidates. The gap between expected and actual employment is expected to remain roughly the same over the next 5 years.

- **The number of unique Job Postings in the last 12 months was 3,039**
- Jobs in this industry can be found in Federal Government Civilian (26.2%), Federal Government, Military (9.2%), and Taxi and Limousine Service (8.0%).
- The median compensation is \$28.02 per hour, 23% higher than the National median wage of \$22.80 per hour.
- 13.1% of high demand Transportation, Infrastructure and Utilities jobs in the District are held by females.
- 70.2% of high demand Transportation, Infrastructure and Utilities jobs in the District are held by racial minorities.
- 71.7% of high demand Transportation, Infrastructure and Utilities jobs in the District are held by individuals ages 25-54.

The data provided in the section above is derived from the Lightcast Occupations Snapshot Report for the District of Columbia, and is based on 16 occupations all in Job Zones 1-5.

The **top 10 employers** for the Business Administration industry within the last 12 months are: Palladium, United States Department of Transportation, Capital One, Amtrak, Heatland Express, General Dynamics, United States Government, Palladium Group, First Vehicle Services and Domino's Pizza.

*Career and Technical Education (CTE) prepares secondary and post-secondary adult students which aligns this industry with their **Transportation, Distribution, and Logistics** Industry.*

Wage and Unique Postings information captured in the subsequent chart reflects **August 2023 Lightcast Occupations Report** data and will be updated annually.

Job titles are linked to [Career Coach DC](#) to obtain more detailed information on the position and programs that can offer relevant training.

Industry Profile: Transportation, Infrastructure and Utilities



Shuttle Drivers and Chauffeurs

Driver/Sales Workers

Light Truck Drivers

Heavy and Tractor-Trailer Truck Drivers

Automotive Service Technicians and Mechanics

Hourly Wage Range (10th -90th Percentile)	\$17.00–\$31.19	\$17.00–\$24.62	\$17.79–\$33.19	\$18.64–\$34.39	\$18.21–\$39.49
Job Training	Some previous work-related skill, knowledge, or experience is usually needed	Some previous work-related skill, knowledge, or experience is usually needed	Some previous work-related skill, knowledge, or experience is usually needed	Some previous work-related skill, knowledge, or experience is usually needed	Previous work-related skill, knowledge, or experience is required for these occupations
On-the-Job Requirements	A few months to one year of working with experienced employees	A few months to one year of working with experienced employees	A few months to one year of working with experienced employees	A few months to one year of working with experienced employees	One or two years of training involving both on-the-job experience and informal training with experienced workers
Education/Certification	A few months to one year of working with experienced employees	A few months to one year of working with experienced employees Route Driver Certification	A few months to one year of working with experienced employees Commercial Driver License (CDL)	A few months to one year of working with experienced employees Commercial Driver License (CDL)	Vocational schools, related on-the-job experience, or an associate's degree
Average Annual Job Openings (2022-2032)	87	179	149	183	66
Attainability	Entry Level	Entry Level	Entry Level	Entry Level	Intermediate Level
Zone Information	Zone 2	Zone 2	Zone 2	Zone 2	Zone 3
Occupation Job Titles	Airport Shuttle Driver, Chauffeur, Driver, Limo Driver (Limousine Driver), Motor Coach Driver, Shuttle Bus Driver, Shuttle Driver, Special Needs Bus Driver, Van Driver	Delivery Man, Driver, Driver Salesman, Pizza Delivery Driver, Route Delivery Driver, Route Driver, Route Sales Driver, Route Sales Representative, Route Salesman, Sales Route Driver	Bulk Delivery Driver, Delivery Driver, Driver, Light Truck Driver, Package Car Driver, Package Delivery Driver, Route Driver, Service Provider, Truck Driver, Warehouse Driver	CDL Driver (Commercial Driver's License Driver), Driver, Line Haul Driver, Log Truck Driver, Over the Road Driver (OTR Driver), Production Truck Driver, Road Driver, Semi Truck Driver	Automotive Drivability Technician (Auto Drivability Tech), Automotive Mechanic (Auto Mechanic), Automotive Service Technician (Auto Service Tech), Automotive Technician (Auto Tech)
Foundational Skills	Customer and Personal Service, Food Production, Transportation, Public Safety and Security, Law and Government, Mechanical, Computers and Electronics, Engineering and Technology.				

Industry Profile: Transportation, Infrastructure and Utilities



Motor Vehicle Operators

Aircraft Mechanics and Service Technicians

Stationary Engineers and Boiler Operators

Air Traffic Controllers

Airline Pilots, Copilots, and Flight Engineers

Hourly Wage Range (10th -90th Percentile)	\$22.22–\$31.99	\$17.00–\$36.66	\$30.65–\$47.94	\$15.65–\$94.63	\$47.44–\$129.42
Job Training	Some previous work-related skill, knowledge, or experience is usually needed	Previous work-related skill, knowledge, or experience is required for these occupations	Previous work-related skill, knowledge, or experience is required for these occupations	Previous work-related skill, knowledge, or experience is required for these occupations	A considerable amount of work-related skill, knowledge, or experience is needed for these occupations
On-the-Job Requirements	A few months to one year of working with experienced employees	One or two years of training involving both on-the-job experience and informal training with experienced workers	One or two years of training involving both on-the-job experience and informal training with experienced workers	One or two years of training involving both on-the-job experience and informal training with experienced workers	Several years of work-related experience, on-the-job training, and/or vocational
Education/Certification	A few months to one year of working with experienced employees	Vocational schools, related on-the-job experience, or an associate's degree CertTec Certification	Vocational schools, related on-the-job experience, or an associate's degree Inservice Inspector	Vocational schools, related on-the-job experience, or an associate's degree Air Traffic Control Tower Operator	Most of these occupations require a four-year bachelor's degree, but some do not Flight Engineer
Average Annual Job Openings (2022-2032)	190	63	96	79	82
Attainability	Entry Level	Intermediate Level	Intermediate Level	Intermediate Level	Intermediate Level
Zone Information	Zone 2	Zone 3	Zone 3	Zone 3	Zone 4
Occupation Job Titles	Truck Drivers, Transportation Operator, Forklift Operator	Aircraft Maintenance Technician (Aircraft Maintenance Tech), Aircraft Mechanic, Aircraft Restorer, Aircraft Technician, Airframe and Powerplant Mechanic (A and P Mechanic)	Auxiliary Operator, Boiler Operator, Boiler Technician, Operating Engineer, Operator, Plant Utilities Engineer, Recovery Boiler Operator, Stationary Engineer, Stationary Steam Engineer, Utilities Operator	Air Traffic Control Specialist (ATCS), Air Traffic Controller (ATC), Center Air Traffic Controller (Center ATC), Certified Professional Controller (CPC), Control Tower Operator	Airbus Captain, Airline Captain, Airline Pilot, Captain, Check Airman, Co-Pilot, Commercial Airline Pilot, First Officer, Line Pilot, Pilot
Foundational Skills	Mechanical, Engineering and Technology, Customer and Personal Service, Mathematics, Mechanical, Chemistry, Physics, Transportation, Education and Training, Public Safety and Security, Geography.				

DC Workforce Investment Council High Demand Occupation Classification Tables

Hot Jobs ¹	Hot Jobs High School ²	Hot Jobs Below GED ³	Gateway ⁴	ETPL ⁵	DC WIC Approved List ⁶	Apprenticeship ⁷	NAF Academy ⁸	Comeback Plan Wage ⁹
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1. This list includes occupations that show a favorable mix of current hiring demand (job openings and average hires), projected short-term and long-term job growth and median wages. [Hot Jobs](#)
2. This list includes occupations that show a favorable mix of current hiring demand (job openings and average hires), projected short-term and long-term job growth and median wages for those with a High School education or below. [Hot Jobs High School](#)
3. This list includes occupations that show a favorable mix of current hiring demand (job openings and average hires), projected short-term and long-term job growth and median wages for those with education level below a GED. [Hot Jobs Below GED](#)
4. Based on the [Markle Foundation's](#) methodology which defines a Gateway Job as having at least 25% of employees nationally must be without a Bachelor's degree. Additionally, at least 33% of workers entering Gateways are from Origins and 33% of those leaving Gateways are transitioning to Targets. A star in this column identifies the occupation as a Gateway Job.
5. A star in this column identifies that there is a training opportunity through the Eligible Training Provider List [ETPL](#), which offers occupational skills training programs that are authorized to receive WIOA funding through Individual Training Accounts (ITAs), for this occupation.
6. The [DC WIC Approved List](#) is a curated list of training providers and programs that have undergone rigorous certification to meet specific eligibility and performance criteria, as established by the DC Workforce Investment Council (WIC). These training providers and programs have yet to be approved for a Human Care Agreement to join the Eligible Training Provider List (ETPL).
7. A star in this column identifies an [apprenticeship program](#) connected to this occupation.
8. A star in this column identifies an available training program through [DCPS NAF Academies](#) (rigorous, dynamic, industry-aligned college and career readiness programs that ensure students are prepared for in-demand, high-growth careers and postsecondary pathways) for this occupation.
9. The Mayors Comeback Plan Highlights the goal of closing the current wage gap but increasing the median wage to \$78,000 annuals or \$37.50 an hour. [Mayors Comeback Plan](#). Stars in this column identify occupations that meet the wage requirement for the Mayors Comeback Plan

In the upcoming year, the DC Workforce Investment Council plans to expand the Industry Classification Table to include origin and target jobs and expanding the gateway jobs that have been previously tagged from the original hot jobs list to include our full 234 occupations that are deemed high demand from the business community in DC. In addition, the DC WIC will also look at the regional training and opportunities available for these occupations for upward mobility for DC residents. In addition, the DC Workforce Investment Council is in the process of drafting a methodology for the good jobs initiative to include diversity, equity and inclusion, job stability, advancement, and compensation.

DC WIC High Demand Industry Classification Table

Industry: Business and Office Administration

Occupation	Hot Jobs ¹	Hot Jobs High School ²	Hot Jobs Below GED ³	Gateway ⁴	ETPL ⁵	DC WIC Approved List ⁶	Apprenticeship ⁷	NAF Academy ⁸	Comeback Plan Wage ⁹
Entry Level									
Counter and Rental Clerks			★						
Advertising Sales Agents								★	
Insurance Sales Agents									
Property, Real Estate, and Community Association Managers		★		★					
Claims Adjusters, Examiners, and Investigators									
First-Line Supervisors of Non-Retail Sales Workers	★								
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	★	★			★	★	★		
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	★								
Real Estate Brokers									★
Real Estate Sales Agents		★		★					★
Sales and Related Workers, All Other					★	★	★		
First-Line Supervisors of Office and Administrative Support Workers	★	★							★
Billing and Posting Clerks						★		★	
Customer Service Representatives		★				★			
Eligibility Interviewers, Government Programs									
Interviewers, Except Eligibility and Loan									
Library Assistants, Clerical									
Receptionists and Information Clerks						★			
Information and Record Clerks, All Other						★			

DC WIC High Demand Industry Classification Table

Industry: Business and Office Administration

Occupation	Hot Jobs ¹	Hot Jobs High School ²	Hot Jobs Below GED ³	Gateway ⁴	ETPL ⁵	DC WIC Approved List ⁶	Apprenticeship ⁷	NAF Academy ⁸	Comeback Plan Wage ⁹
Human Resources Managers	★			★					★
Architectural and Engineering Managers									★
Natural Sciences Managers									★
Social and Community Service Managers				★					★
Managers, All Other									★
Compliance Officers	★			★					★
Human Resources Specialists	★			★					★
Logisticians	★								★
Project Management Specialists						★			★
Management Analysts	★							★	★
Meeting, Convention, and Event Planners	★					★		★	
Fundraisers	★							★	
Training and Development Specialists	★			★					★
Market Research Analysts and Marketing Specialists	★							★	★
Business Operations Specialists, All Other					★	★			★
Accountants and Auditors	★							★	★
Budget Analysts								★	★
Financial and Investment Analysts								★	★
Personal Financial Advisors								★	★
Financial Examiners									★
Financial Specialists, All Other								★	★
Social Scientists and Related Workers, All Other									★

DC WIC High Demand Industry Classification Table

Industry: Business and Office Administration

Occupation	Hot Jobs ¹	Hot Jobs High School ²	Hot Jobs Below GED ³	Gateway ⁴	ETPL ⁵	DC WIC Approved List ⁶	Apprenticeship ⁷	NAF Academy ⁸	Comeback Plan Wage ⁹
Graphic Designers								★	★
Public Relations Specialists	★							★	★
Technical Writers									★
Writers and Authors									★
Interpreters and Translators	★								
Securities, Commodities, and Financial Services Sales Agents								★	★
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products		★							★
Economists	★								★
Political Scientists								★	★

DC WIC High Demand Industry Classification Table

Industry: Construction

Occupation	Hot Jobs ¹	Hot Jobs High School ²	Hot Jobs Below GED ³	Gateway ⁴	ETPL ⁵	DC WIC Approved List ⁶	Apprenticeship ⁷	NAF Academy ⁸	Comeback Plan Wage ⁹
Entry Level									
Construction Laborers			★						
Painters, Construction and Maintenance			★			★			
Maintenance and Repair Workers, General	★	★				★			
Miscellaneous Assemblers and Fabricators									
Intermediate Level									
Carpenters							★		
Operating Engineers and Other Construction Equipment Operators								★	
Plumbers, Pipefitters, and Steamfitters						★			
Heating, Air Conditioning, and Refrigeration Mechanics and Installers						★			
Installation, Maintenance, and Repair Workers, All Other						★			
Advanced Level									
Construction Managers	★								★
Architects, Except Landscape and Naval	★								★
Civil Engineers	★								★
Engineers, All Other									★
Engineering Technologists and Technicians, Except Drafters, All Other								★	★
First-Line Supervisors of Construction Trades and Extraction Workers		★							★
Electricians		★			★	★	★		★
Construction and Building Inspectors									★
First-Line Supervisors of Mechanics, Installers, and Repairers		★							★

DC WIC High Demand Industry Classification Table

Industry: Education

Occupation	Hot Jobs ¹	Hot Jobs High School ²	Hot Jobs Below GED ³	Gateway ⁴	ETPL ⁵	DC WIC Approved List ⁶	Apprenticeship ⁷	NAF Academy ⁸	Comeback Plan Wage ⁹
Entry Level									
Self-Enrichment Teachers									
Animal Trainers									
Animal Caretakers									
Childcare Workers						★			
Exercise Trainers and Group Fitness Instructors	★	★							
Recreation Workers									
Residential Advisors									
Intermediate Level									
Preschool Teachers, Except Special Education		★							
Teaching Assistants, Except Postsecondary		★							
Advanced Level									
Education Administrators, All Other									★
Elementary School Teachers, Except Special Education	★								★
Middle School Teachers, Except Special and Career/Technical Education									
Secondary School Teachers, Except Special and Career/Technical Education	★								
Special Education Teachers, Kindergarten and Elementary School									★
Special Education Teachers, Secondary School									★
Substitute Teachers, Short-Term									
Tutors									
Teachers and Instructors, All Other									★
Museum Technicians and Conservators									★
Teaching Assistants, Postsecondary									
Educational Instruction and Library Workers, All Other									
Education Administrators, Kindergarten through Secondary	★								★
Education Administrators, Postsecondary									★
Postsecondary Teachers									★
Librarians and Media Collections Specialists									★
Instructional Coordinators	★								★
Coaches and Scouts								★	★

DC WIC High Demand Industry Classification Table

Industry: Hospitality, Retail, Tourism and Entertainment

Occupation	Hot Jobs ¹	Hot Jobs High School ²	Hot Jobs Below GED ³	Gateway ⁴	ETPL ⁵	DC WIC Approved List ⁶	Apprenticeship ⁷	NAF Academy ⁸	Comeback Plan Wage ⁹
Entry Level									
Cooks, Fast Food			★			★		★	
Cooks, Institution and Cafeteria			★			★		★	
Cooks, Restaurant		★	★			★		★	
Food Preparation Workers		★	★			★		★	
Bartenders		★	★						
Fast Food and Counter Workers		★	★					★	
Waiters and Waitresses		★	★					★	
Food Servers, Nonrestaurant			★			★		★	
Food Service Managers	★	★		★					
Dining Room and Cafeteria Attendants and Bartender Helpers		★	★			★		★	
Dishwashers		★	★						
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop		★	★					★	
Food Preparation and Serving Related Workers, All Other						★		★	
Janitors and Cleaners, Except Maids and Housekeeping Cleaners		★	★						
Maids and Housekeeping Cleaners		★	★						
Landscaping and Groundskeeping Workers			★						
Ushers, Lobby Attendants, and Ticket Takers			★		★	★		★	
Amusement and Recreation Attendants			★					★	
Laundry and Dry-Cleaning Workers			★						
Bakers			★						
Laborers and Freight, Stock, and Material Movers, Hand			★						
Packers and Packagers, Hand			★						
Chefs and Head Cooks	★	★							

DC WIC High Demand Industry Classification Table

Industry: Information Technology

Occupation	Hot Jobs ¹	Hot Jobs High School ²	Hot Jobs Below GED ³	Gateway ⁴	ETPL ⁵	DC WIC Approved List ⁶	Apprenticeship ⁷	NAF Academy ⁸	Comeback Plan Wage ⁹
Intermediate Level									
Audio & Video Technicians	★	★			★		★	★	
Computer User Support Specialist	★	★		★	★	★	★	★	
Broadcast Technician								★	
Computer Network Support Specialist					★	★	★	★	★
Advanced Level									
Computer Systems Analysts	★				★	★			★
Information Security Analysts	★				★	★			★
Computer Network Support Specialists	★				★	★	★		★
Computer User Support Specialists					★	★	★		★
Computer Network Architects	★			★					★
Database Administrators	★				★	★			★
Network and Computer Systems Administrators	★				★	★	★		★
Software Developers					★		★		★
Software Quality Assurance Analysts and Testers					★		★		★
Web Developers					★	★	★	★	★
Web and Digital Interface Designers					★	★	★	★	★
Computer Occupations, All Other	★					★			★
Operations Research Analysts	★								★
Statisticians	★								★
Data Scientists									★

DC WIC High Demand Industry Classification Table
Industry: Security & Law Enforcement

Occupation	Hot Jobs ¹	Hot Jobs High School ²	Hot Jobs Below GED ³	Gateway ⁴	ETPL ⁵	DC WIC Approved List ⁶	Apprenticeship ⁷	NAF Academy ⁸	Comeback Plan Wage ⁹
Entry Level									
First-Line Supervisors of Security Workers									
Correctional Officers and Jailers									
Security Guards	★	★			★				
Crossing Guards and Flaggers	★								
Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	★								
Transportation Security Screeners									
Protective Service Workers, All Other									
Intermediate Level									
First-Line Supervisors of Police and Detectives									★
Firefighters									
Detectives and Criminal Investigators		★							★
Police and Sheriff's Patrol Officers		★							★
Advanced Level									
Lawyers	★								★

DC WIC High Demand Industry Classification Table

Industry: Transportation, Infrastructure, & Utilities

Occupation	Hot Jobs ¹	Hot Jobs High School ²	Hot Jobs Below GED ³	Gateway ⁴	ETPL ⁵	DC WIC Approved List ⁶	Apprenticeship ⁷	NAF Academy ⁸	Comeback Plan Wage ⁹
Entry Level									
Shuttle Drivers and Chauffeurs			★		★	★			
Taxi Drivers									
Motor Vehicle Operators, All Other			★						
Transportation, Storage, and Distribution Managers		★							★
Telecommunications Line Installers and Repairers		★			★	★	★		★
Stationary Engineers and Boiler Operators									★
Driver/Sales Workers									
Light Truck Drivers					★	★			
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors		★							
Inspectors, Testers, Sorters, Samplers, and Weighers									
Intermediate Level									
Telecommunications Equipment Installers and Repairers, Except Line Installers					★	★	★		★
Aircraft Mechanics and Service Technicians									
Automotive Service Technicians and Mechanics									
Heavy and Tractor-Trailer Truck Drivers					★	★			
Air Traffic Controllers									★
Advanced Level									
Airline Pilots, Copilots, and Flight Engineers									★

Q18 – FY23
Performance Plan

Workforce Investment Council FY2023

Agency Workforce Investment Council

Agency Code UPO

Fiscal Year 2023

Mission

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

Strategic Objectives

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

Key Performance Indicators (KPIs)

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
1 - Business Engagement: Increase business engagement to help align workforce training programs with employer needs (1 Measure)						
Number of business leaders actively engaged	Up is Better	457	403	100	707	100
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	Up is Better	372	1376	250	1730	250
4 - Career Pathways: Increasing the knowledge of career pathways in the context of sectoral partnerships informed by business to assist with mapping career pathways in the District (1 Measure)						
Number of workforce providers who participate in sectoral partnerships meetings to enhance communication on demand sector needs	Up is Better	124	206	25	957	25

Operations

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	Increase the use of labor market information and anecdotal information to shape training programs that train in the skills employers need	Daily Service

Operations Title	Operations Description	Type of Operations
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 Activity records)		
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
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
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 Activity records)		
Technical Assistance	Provide technical assistance for continuous improvement of performance	Daily Service
Conduct outreach to bring awareness.	Conduct outreach to bring awareness.	Daily Service
Workforce Training Providers	Review, monitor and research industry standards, curriculum, and past performance of prospective eligible training providers	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 Activity records)		
Career Pathways	Offer high-quality professional development training to education and workforce providers under a career pathways framework.	Daily Service
Research and Analysis	Conduct in-depth research on DC landscape to identify where gaps may exist in education, training, and support services.	Key Project

Workload Measures (WMs)

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual
1 - Labor Market Awareness (1 Measure)			
Number of business engagement activities	69	127	190
2 - Provide technical assistance (1 Measure)			
Number of technical assistance activities	64	394	296
3 - Workforce Training Providers (1 Measure)			
Number of eligible training providers	16	17	20

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Career Pathways (3 Strategic Initiative records)		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Nurse Education Enhancement	The Workforce Investment Council (WIC) will work in collaboration with the University of the District of Columbia (including the UDC-Community College and the Division of Workforce Development and Lifelong Learning), the University of the District of Columbia Foundation, Inc., and direct care worker training grantees, the DC Nurse Education Enhancement Program. This program will train District residents to obtain an occupational credential and employment in nursing care occupations. The goal is to serve approximately 200 District residents through these programs.	09-30-2024
Information Technology Enhancement	WIC will work in collaboration with the University of the District of Columbia (including the UDC-Community College and the Division of Workforce Development and Lifelong Learning), the University of the District of Columbia Foundation, Inc., and training grantees to implement the Information Technology Investment Program. The program will fund and expand IT training opportunities for District residents. The WIC will continue to support an Information Technology Occupation Advisory Board. The goal is to serve 600 District residents through these programs.	09-30-2024
Career Coaches DC	Career Coach DC WIC will award one grant of \$3.4 million to a partner that will help hire and train career coaches that will provide assessment, coaching, and assistance to DC residents seeking connection with education, training, or employment, and advancement in their careers.	09-30-2023
Labor Market Awareness (1 Strategic Initiative)		
Employer Partnership Grants	WIC will continue the employer partnership training grant program that will fund partnerships between employers, educational institutions, and training providers to help residents earn skills and credentials and in high-demand occupations and industries. The goal is to serve 750 DC residents through these programs.	09-30-2024

Q19 – FY24
Performance Plan



**WORKFORCE INVESTMENT COUNCIL
FY 2024 PERFORMANCE PLAN**

NOVEMBER 22, 2023

CONTENTS

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3 2024 Operations	5
4 2024 Strategic Initiatives	6
5 2024 Key Performance Indicators and Workload Measures	7

1 WORKFORCE INVESTMENT COUNCIL

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.

Services: The Workforce Investment Council provides workforce education, training, and counseling services to promote job readiness; and the Workforce Investment Council Board oversees implementation of the District of Columbias Strategic Four-Year Plan for Provision of Services under the Workforce Innovation and Opportunity Act and provides advice on the development, implementation, and continuous improvement of an integrated and effective workforce investment system.

2 2024 OBJECTIVES

Strategic Objective

Business Engagement: Increase business engagement to help align workforce training programs with employer needs

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.

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.

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

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

3 2024 OPERATIONS

Operation Title	Operation Description	Type of Operation
Business Engagement: Increase business engagement to help align workforce training programs with employer needs		
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
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.		
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
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
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.		
Technical Assistance	Provide technical assistance for continuous improvement of performance	Daily Service
Conduct outreach to bring awareness.	Conduct outreach to bring awareness.	Daily Service
Workforce Training Providers	Review, monitor and research industry standards, curriculum, and past performance of prospective eligible training providers	Daily Service
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		
Career Pathways	Offer high-quality professional development training to education and workforce providers under a career pathways framework.	Daily Service
Research and Analysis	Conduct in-depth research on DC landscape to identify where gaps may exist in education, training, and support services.	Key Project

4 2024 STRATEGIC INITIATIVES

Title	Description	Proposed Completion Date
WIOA State Plan	Develop the District's 2024-2028 Workforce Innovation and Opportunity Act (WIOA) State Plan and an accompanying strategic implementation plan.	6/1/2024

5 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
Business Engagement: Increase business engagement to help align workforce training programs with employer needs					
Number of business leaders actively engaged	Up is Better	403	707	80	100
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.					
Number of workforce system partners participating in technical assistance activities	Up is Better	1,376	1,730	588	250
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					
Number of workforce providers who participate in sectoral partnerships meetings to enhance communication on demand sector needs	Up is Better	206	957	192	25

Workload Measures

Measure	FY 2021	FY 2022	FY 2023
Labor Market Awareness			
Number of business engagement activities	127	190	44
Provide technical assistance			
Number of technical assistance activities	394	296	132
Workforce Training Providers			
Number of eligible training providers	17	20	0

Q22 – WIC Board

Q22a

DC Workforce Investment Council Board List

Last Name	First Name	Seat Designation (specific role)	Confirmation Date	Term end	Attendance Percentage	Employer	Ward of Residence
Bedney	Kunta	Organized Labor Representative /Apprenticeship Organization Member	11/29/2016	6/23/2024	100.00%	Eastern Atlantic State Regional Council	Ward 8
Bond	Anita	Chairman of the Council of the District of Columbia designee	N/A	1/2/2027	50.00%	DC Government-Council	Ward 2
Boney	Steven	At-Large Representative from District industry sectors/Executive Committee	11/29/2016	6/23/2025	100.00%	Washington Metro. Trans. Authority	Maryland Resident
Cancelosi	Anthony	Community Based Organization member	11/29/2016	6/23/2024	100.00%	Columbia Lighthouse for the Blind	Virginia Resident
Cook	Sybongile	Deputy Mayor for Planning and Economic Development (DMPED) Designee	N/A	N/A	50.00%	DC Government-DMPED	DC Resident
DeBarros	Liz	District Labor organization	5/25/2017	6/23/2024	50.00%	DC Building Industry	Ward 7
Edington	Maurice	University of the District of Columbia (UDC) designee	N/A	N/A	50.00%	DC Government-UDC	DC Resident
Evans	Darryl	Department of Disability Services (DDS)	N/A	N/A	75.00%	DC Government-DDS/RSA	DC Resident
Ford	Antwanye	Information Technology Member	6/23/2019	6/23/2025	100.00%	Enlightened, Inc.	Ward 4
Franco	Angela	Business Organization member	11/29/2016	6/23/2025	100.00%	DC Chamber	Maryland Resident
Fruman	Matt	Council of the District of Columbia	N/A	1/2/2027	N/A	DC Government - Council	Ward 3
Gray	Korey	Energy and Utility Sector member	5/25/2017	6/23/2023	75.00%	DC Water	Ward 5
Hanrahan	Nicole	Community-Based Organization member	8/17/2020	6/23/2023	75.00%	LAYC Career Academy	Ward 6
Harris	LaTara	Information Technology Member	11/29/2016	6/23/2025	50.00%	Previous AT&T	Maryland Resident

DC Workforce Investment Council Board List

Last Name	First Name	Seat Designation (specific role)	Confirmation Date	Term end	Attendance Percentage	Employer	Ward of Residence
Harvey	Bernadette	Construction sector member	12/16/2017	6/23/2023	50.00%	Bconstrux	Ward 4
Hubbard	Drew	Workforce Investment Council (WIC) Designee	N/A	N/A	N/A	DC Government - WIC	Ward 5
Keene, Jr	Solomon	Business Organization member	9/1/2018	6/23/2024	25.00%	Hotel Association of Wash. DC	Ward 5
Kihn	Paul	The Mayor, or his or her designee	N/A	N/A	50.00%	DC Government-DME	DC Resident
Mitchell	Antoinette	Office of the State Superintendent of Education (OSSE) Designee	N/A	N/A	75.00%	DC Government-OSSE	Ward 4
Morris-Hughes	Unique	Department of Employment Services (DOES) Designee	N/A	N/A	75.00%	DC Government-DOES	Ward 5
Narvarro	Sarah	District of Columbia Public Schools (DCPS) Designee	N/A	N/A	100.00%	DC Government-DCPS	DC Resident
Penny	Thomas	Hospitality Sector member	11/29/2016	6/23/2024	75.00%	Donohoe Hospitality Services	Maryland Resident
Smith	Nathan	Security and Law Sector Member	7/12/2016	6/23/2024	75.00%	Allied Universal	Virginia Resident
Wiggins	Darryl	Information Technology Member	6/23/2019	6/23/2025	100.00%	Water Resources Infrastructure Academy	Ward 4
Zeilinger	Laura	Department of Human Services (DHS) Designee	N/A	N/A	100.00%	DC Government DHS	Ward 3
Open Board Positions							
		Healthcare Sector member					
		Labor Organization Member					

DC Workforce Investment Council Board List

Last Name	First Name	Seat Designation (specific role)	Confirmation Date	Term end	Attendance Percentage	Employer	Ward of Residence
		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					
		Healthcare Sector member					
		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 (Business Administration)					
		Hospitality Sector member					
		Infrastructure Sector					
		Business Organization Member					
		Infrastructure sector member					

Q22b



WORKFORCE INVESTMENT COUNCIL QUARTERLY BOARD MEETING
Wednesday, February 15, 2021
10:00 a.m. – 12:00 p.m.
In-person/Virtual Meeting

Pursuant to DC Code § 2-571 et seq., notice is hereby given to the members of the Workforce Investment Council and general public that the WIC will hold a in-person/virtual meeting open to the public on Wednesday, February 15, 2023.

AGENDA

- I. Call to Order
- II. Chairman’s Comments Antwanye Ford, Chairman
- III. Guest Speaker Katie Littman, Policy and Special Projects Manager, Office of the Deputy Mayor for Planning and Economic Development (DMPED)
- IV. Director’s Updates Ahanna Smith, Executive Director
- V. Board Discussion Antwanye Ford, Chairman
 Ahanna Smith, Executive Director
- VI. Public Comment

This is the time for the public to comment. Members of the Council may not discuss items that are not on the agenda. Therefore, action taken as a result of public comment will be limited to directing staff to study the matter or scheduling the matter for further consideration and decision at a later date.

VII. Adjourn

A copy of the agenda and background materials provided to Council members (with the exception of material relating to possible executive sessions) is available for public inspection at the Workforce Investment Council office, 2235 Shannon Place SE, Suite 3031, Washington DC 20020.

Registration is required to join this public meeting. All public members planning on attending should contact Fern Hawkins at fern.hawkins@dc.gov to register or request any special accommodation.



LOG-IN DETAILS

Join by computer: Click this
link to join:

<https://dcnet.webex.com/dcnet/onstage/g.php?MTID=e509b2990ad43c8009d767ce338ba83c4>

Event number: 2308-748-6587

Event Password: 0215

Or

Join by phone:

1-650-479-3208 Call-in toll number

Access code: 2308-748-6587

WORKFORCE INVESTMENT COUNCIL

QUARTERLY BOARD MEETING

February 15, 2023



I. WELCOME & CALL TO ORDER

**ANTWANYE FORD
CHAIRMAN**



AGENDA

I. Welcome & Call to Order

II. Chairman's Comments

III. Guest Speaker, Office of the Deputy Mayor for Planning and Economic Development

IV. Director's Updates

V. Board Discussion and Updates

VI. Public Comments

VII. Adjourn



II. CHAIRMAN'S COMMENTS

**ANTWANYE FORD
CHAIRMAN**



III. Guest Speaker

KATIE LITTMAN
OFFICE OF THE DEPUTY MAYOR FOR EDUCATION



DC'S COMEBACK PLAN

JANUARY 2023



OUR 2023-2027 ECONOMIC DEVELOPMENT STRATEGY

#DistrictofComebacks

DMPED
OFFICE OF THE DEPUTY MAYOR FOR
PLANNING & ECONOMIC DEVELOPMENT

WE ARE
DISTRICT OF COLUMBIA
DC GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

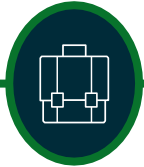
DMPED engaged over 1,000 stakeholders to inform this strategy



1000+ participants in strategy survey of DC residents regarding current challenges and big ideas for the city via DMPED Economic Strategy and #TogetherDC surveys



30 interviews with DC agency leaders, including officials from DC Health, DME, DCPS, OSSE, DOES, DISB, DHCD, DSLBD and OCTFME.



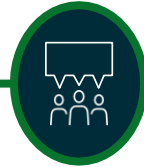
20+ discussions with external stakeholder groups including community organizations, BIDs, WIC, WDCEP, the Federal City Council and more



5 roundtables with 8-12 experts each, focused on key elements of the strategy including resident economic mobility, the future of work, Downtown, and neighborhoods of opportunity



3 resident listening sessions with 10-20 participants each, focused on constituent groups including Spanish speakers, small business owners, and returning citizens



10+ related strategic planning efforts including the Black Homeownership Strike Force, Infrastructure Task Force, Upward Mobility Action Plan, Racial Equity Action Plan, and Together DC



Visit comeback.dc.gov for summaries from stakeholder engagement sessions.

Goals to Achieve by 2028

Successful Businesses

- A Create 35,000 new jobs in high-growth target sectors¹**

- B Increase the share of minority-owned employer businesses to 33% of all employer businesses²**

Opportunity Rich Neighborhoods

- C Eliminate key amenity gaps across all neighborhoods and increase access to opportunity for residents**
 - 1) Grocery:** Ensure all Ward 7 and 8 residents live within a mile of a grocery store
 - 2) Internet:** Ensure all DC residents have equitable access to affordable, high-speed and reliable internet, and are empowered with the devices, tech support, and digital literacy and skills to effectively use it
 - 3) Housing:** Put DC on path to equitably distributing affordable housing citywide by meeting production goals for each planning area by 2025 (as part of overall goal to create 12,000 new homes affordable to households earning below 80% of MFI)

- D Add 15,000 residents to the Downtown population and add 7 million sq ft of residential units**

Thriving people

- E Retain current residents and reach a population of 725,000**

- F Increase economic prosperity in DC by lifting the median household income of Black residents by \$25,000³**

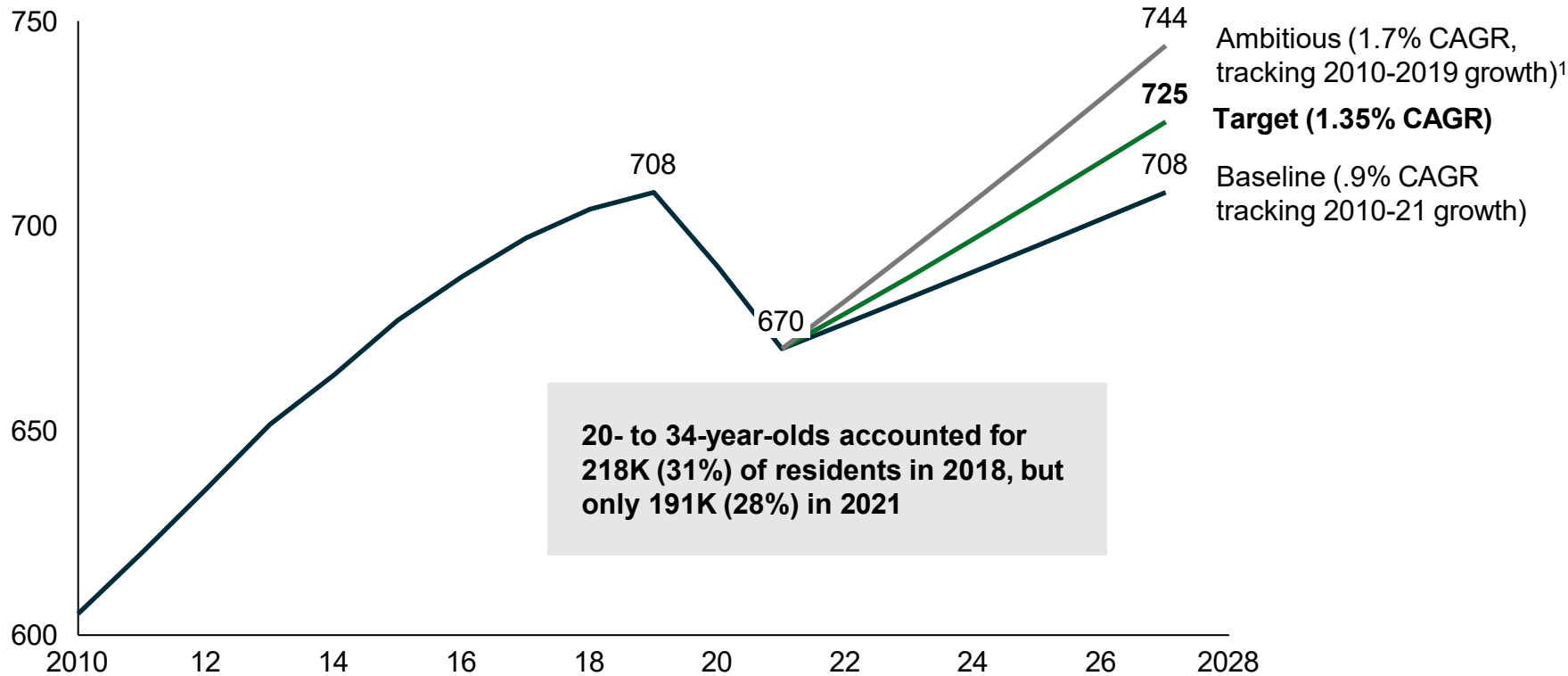
1. Target sectors include 1) education and research, 2) consulting services, 3) communications and design, 4) hospitality, tourism and entertainment, 5) life sciences and health tech, and 6) technology
2. Currently minority-owned businesses account for 27% of employer firms in DC; Note, the current public survey that tracks small business (the American Business Survey) has limited data availability for minority owned small businesses due to sample size. Setting a goal to increase the number and size of Black and Hispanic owned firms will require the District to begin tracking this data through a corresponding survey initiative
3. Increase from \$52k in 2021. This would bring the median Black household income above the ALICE threshold of a living wage for a 2-person (1 adult, 1 child) household in DC (\$78K), enabling families to afford basic necessities including housing, childcare, food, transportation, health care, and a smartphone plan (see United Way: <https://www.unitedforallice.org/national-reports>).

Thriving People

Thriving People Goal: Retain Current Residents & Reach Population to 725K Residents by 2028

Doing so ensures that DC remains affordable and attractive for current residents and families. This goal can be accomplished by retaining current residents and adding 11,000 residents annually over the next 5 years

DC population, 2010-21 Thousands



Maintaining and growing the population will likely require **reversing outmigration of residents ages 20-34**, which accounted for loss of 30K residents 2018-2021 (79% of total outmigration)

DC must also ensure enough housing stock is suitable for families, as well as single residents

1. CAGR = compound annual growth rate

Source: US Census via Moody's Analytics

Outmigration Trends: Desire for more affordable and better housing is the top driver of outmigration from DC

Characteristics of people leaving DC, 2015-2019

Factor causing move from DC ¹	Average annual number of people leaving DC ¹	Average age of people leaving DC ¹	Average income of people leaving DC ¹	Factor Details
Housing	43,875	35	\$67,865	Wanted to own home, wanted new or better housing, wanted better neighborhood, for cheaper housing, foreclosure or eviction, other housing reason
Job-related	29,686	30	\$67,399	New job or job transfer, to look for work or lost job, for easier commute, other job-related reason
Personal	25,111	34	\$60,390	Change in marital status, to establish own household, other family reason, change of climate, health reasons, natural disaster, other reason
Attend/leave college	3,464	30	\$23,439	--
Retirement	120	76	\$60,536	--

Source: US Census Bureau, Current Population Survey

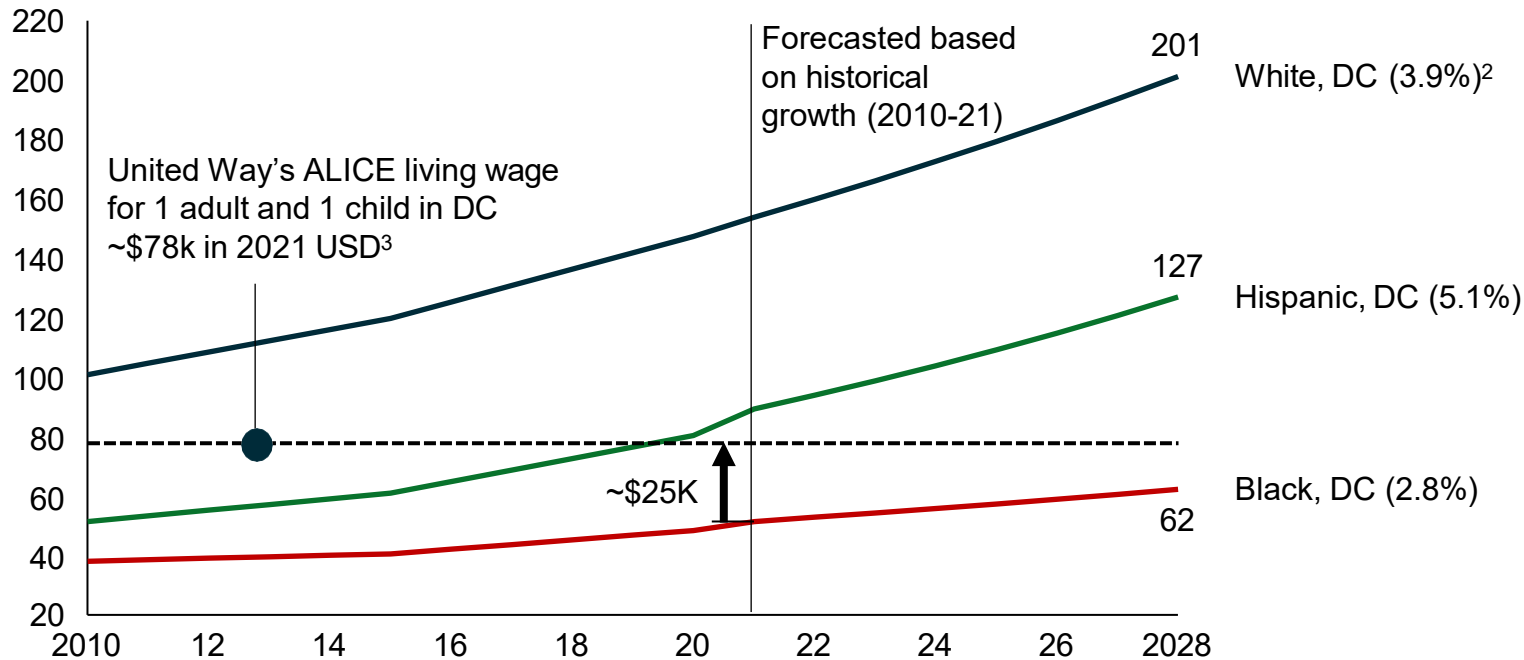
1. Reasons specific to those who remained in the US after leaving DC
Source: US Census Bureau, Current Population Survey

Thriving People Goal: Increase economic prosperity in DC by lifting the median household income of Black residents by \$25K by 2028

Reach target of increasing Black household income by \$25k to \$78k by 2028 (a family sustaining income in the District) and in so doing, decrease the racial income gap

Median household income by race and ethnicity for DC, 2010-28¹

Median household income, thousands, USD; (CAGR, 2010-28, %)



Insights from our analysis on median household income by race

- \$78k is United Way's Asset Limited Income Constrained Employed (ALICE) living wage for 1 adult and 1 child and is close to DC average household size of 2.1³
- DC has one of the highest white to Black median income gaps (~3x) of major US cities
- The median income gap in DC between white and Hispanic households has fallen from 1.96 in 2010 to 1.72 in 2020, and could fall further to 1.58 by 2028

1. Dollars in nominal terms; based on 5-year estimates from the US Census
 2. White alone, not Hispanic or Latino
 3. Based on United For ALICE tool; data from 2018; ~\$72k in 2018 is worth ~\$78k in 2021

Source: US Census, 5-year estimates; United for Alice; Federal Reserve Bank of Minneapolis, Inflation Calculator

DC agencies offer programs that support upward mobility for residents

Across agencies, District programs support residents' economic mobility

Stability

Programs that provide emergency support and address basic services following an emergency or life event (examples: Rapid Re-housing, emergency shelter)

Mobility

Programs that advance residents towards greater economic autonomy and dignity (examples: Opportunity Accounts, Direct Cash Transfers, HPAP)

Prosperity

When residents reach their personal and financial goals. (Housing example: All residents live in safe, stable housing that is large enough for their family and affordable based on their income.)

Factors driving resident's mobility



Housing



Financial Wellbeing



Workforce development and Adult Education



Health and well-being



Access to transport and infrastructure

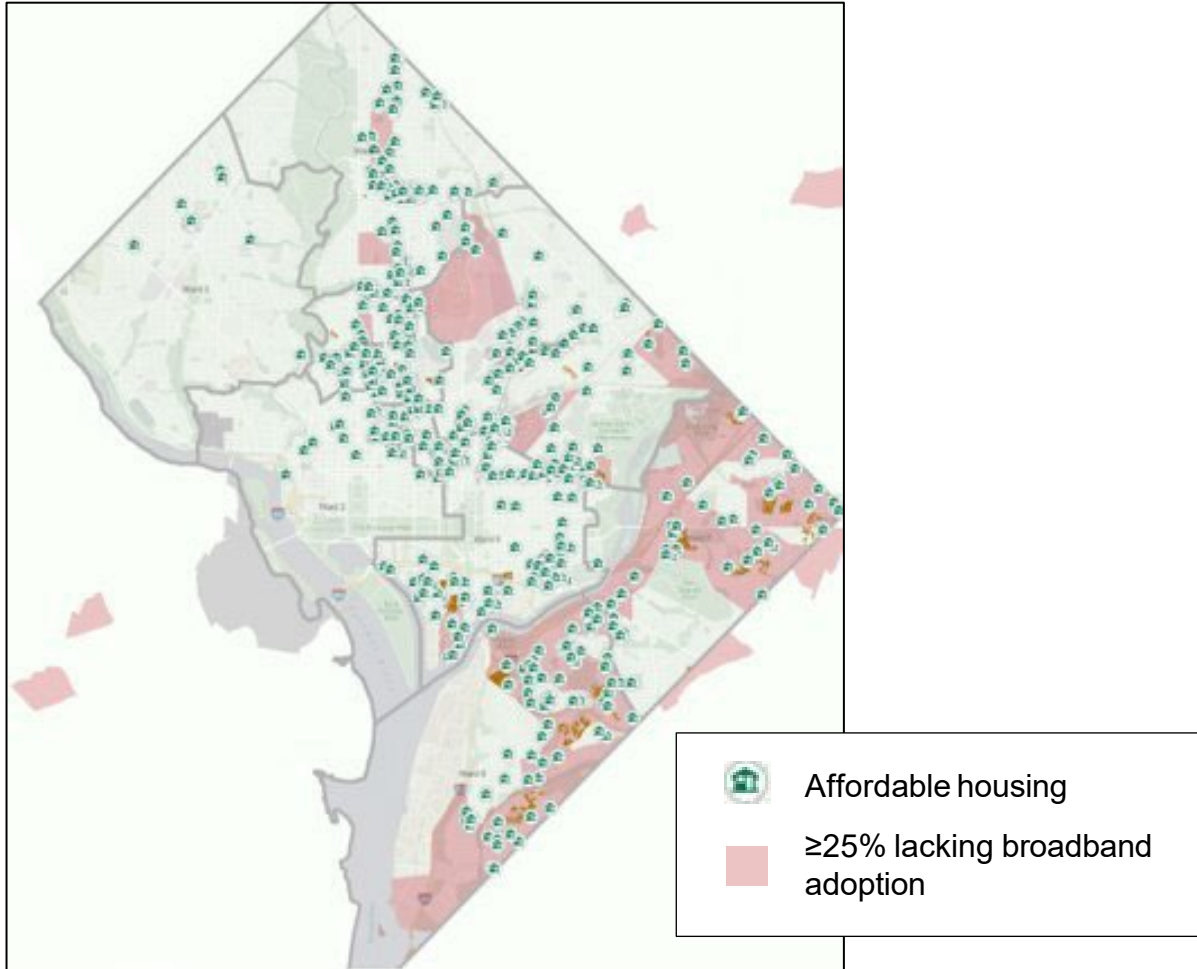


K-12 and post-secondary Education

Opportunity-Rich Neighborhoods

Broadband and Digital Access

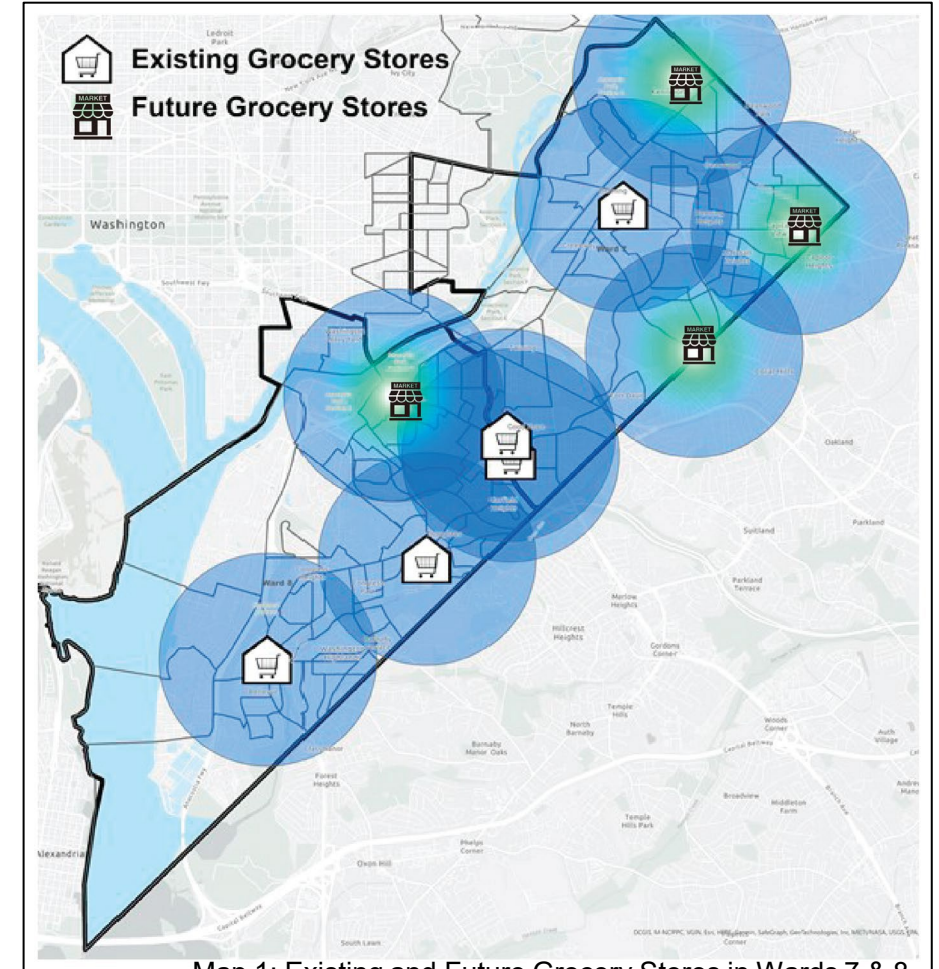
Ensure all DC residents have equitable access to affordable, high-speed and reliable internet



Map 2: Areas where 25% or more households report no internet subscriptions

Food Access

Ensure all residents East of the River live within one mile of a grocery store

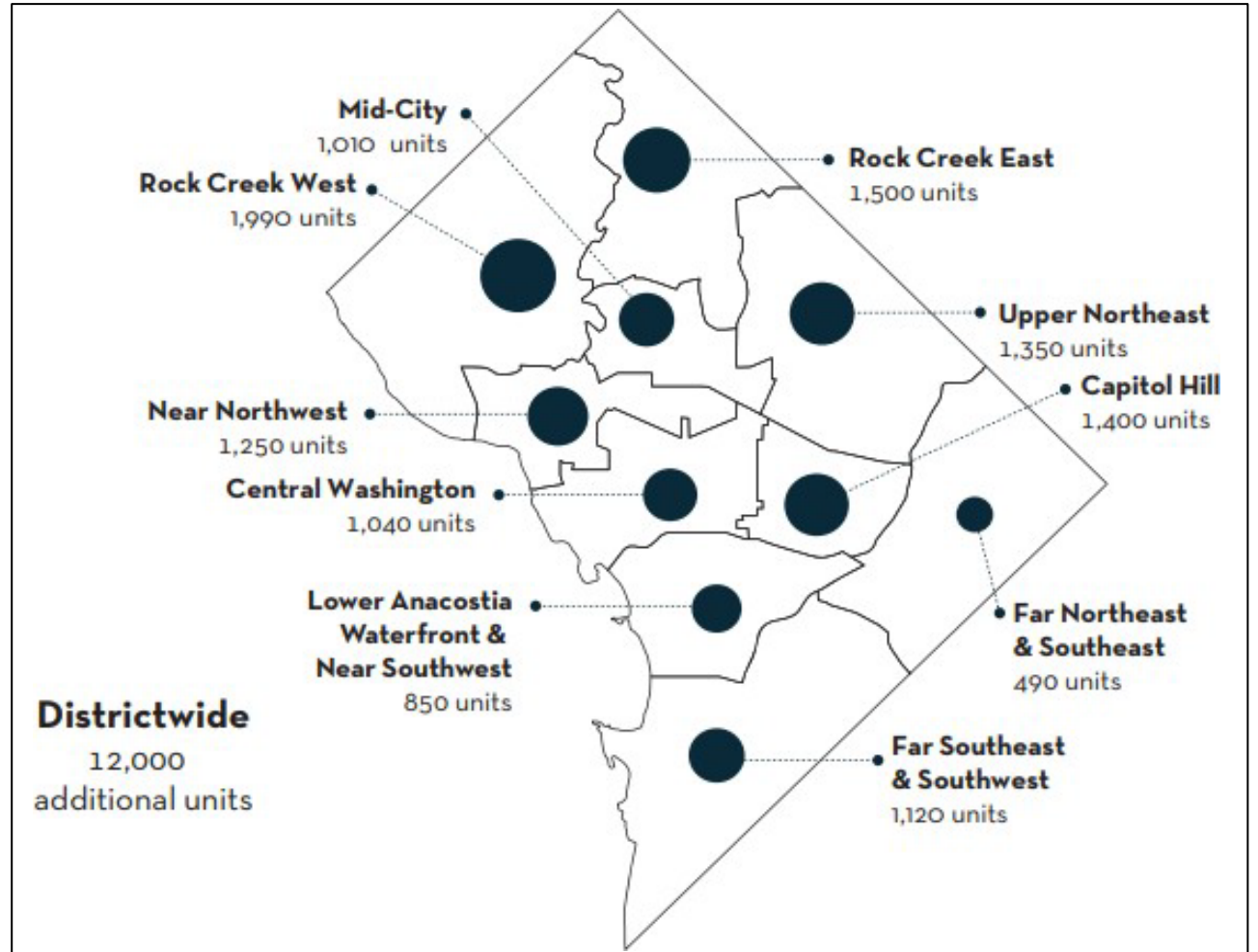


Map 1: Existing and Future Grocery Stores in Wards 7 & 8

Affordable Housing

Ensuring affordable housing is available in neighborhoods across the District

Planning Area	Projected Percent of Goal by 2025
Far Southeast & Southwest	369.50%
Far Northeast & Southeast	322.40%
Lower Anacostia Waterfront & Near Southwest	161.30%
Mid-City	131.80%
Upper Northeast	97.20%
Central Washington	94.60%
Rock Creek East	84.40%
Near Northwest	37.20%
Capitol Hill	34.60%
Rock Creek West	13.80%
Total	110.00%

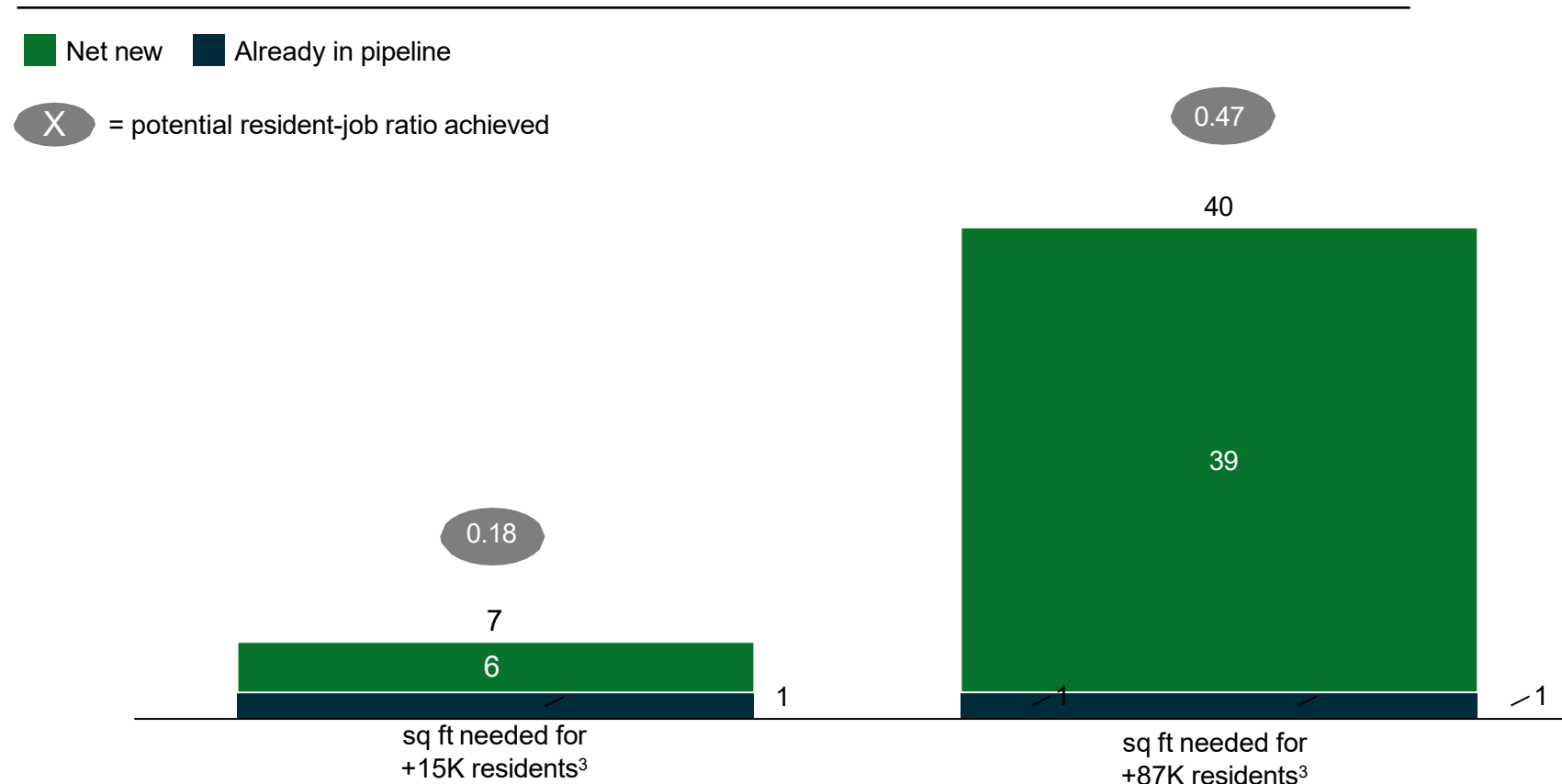


Map 3: 2025 Dedicated Affordable Housing Production Goals by Comprehensive Planning Areas

Downtown Goal: Build a more vibrant, mixed-use Downtown by adding 15,000 residents by 2028

In order to accomplish, DC will need to add ~6M total sq ft in residential inventory in addition to the estimated 1M currently in the Downtown pipeline

Additional residential space needed Downtown for 1.6 sized households (M sq ft)¹






Our Downtown is currently home to 25,000 residents occupying an estimated 11.7M sq feet out of a total of 103M sq feet of commercial use Downtown.

Assuming an average household size of 1.6, **Downtown would need to add ~7M sq ft of net new residential space through conversion of existing properties or construction of new space** to achieve a goal of adding 15,000 residents

1. Current Downtown pipeline includes ~970K pipeline
 2. Based on the average DC household size of 1.6, and average household occupied 750 sf

Downtown: Action Overview

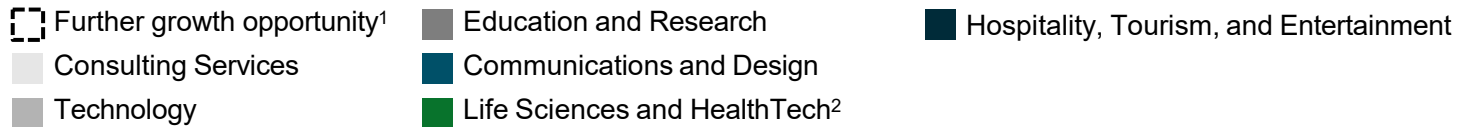
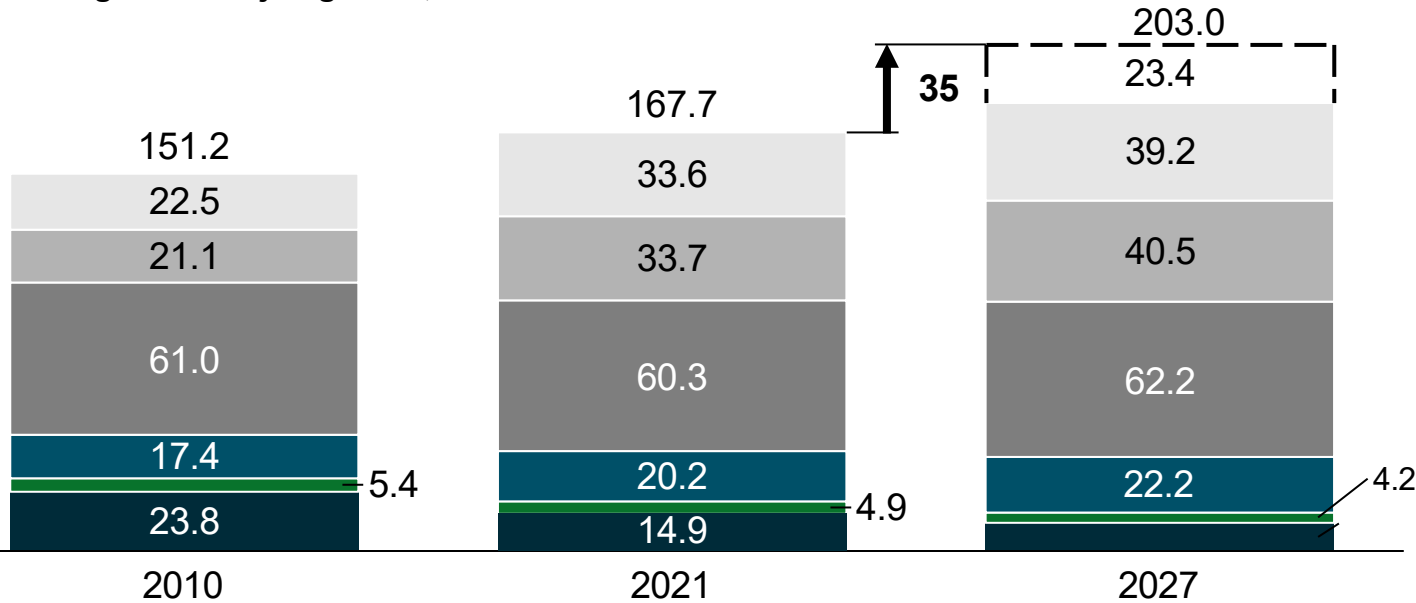
Category	Initiatives
Fill the space	 <ul style="list-style-type: none">• Use Vitality Fund to accelerate business retention and attraction• Grow university and innovation activity and footprint Downtown• Maximize the potential of large upcoming on-market commercial leases• Develop the Penn West Equity and Innovation District
Change the space	 <ul style="list-style-type: none">• Create residential nodes and increase housing supply Downtown• Establish Downtown destination corridors• Explore financial and regulatory approaches to support shift of office to other commercial uses
Bring the people	 <ul style="list-style-type: none">• Bolster tourism, hospitality and entertainment by establishing a Tourism Recovery District, explore creation of a stopover program, support arts/cultural festivals, launch hospitality business and workforce technical assistance.• Expand multimodal transportation capacity
Implementation	<ul style="list-style-type: none">• Create a Downtown Stakeholders Action Plan

Successful Businesses

Successful Businesses Goals

(A) Create 35,000 new jobs in target sectors by 2028

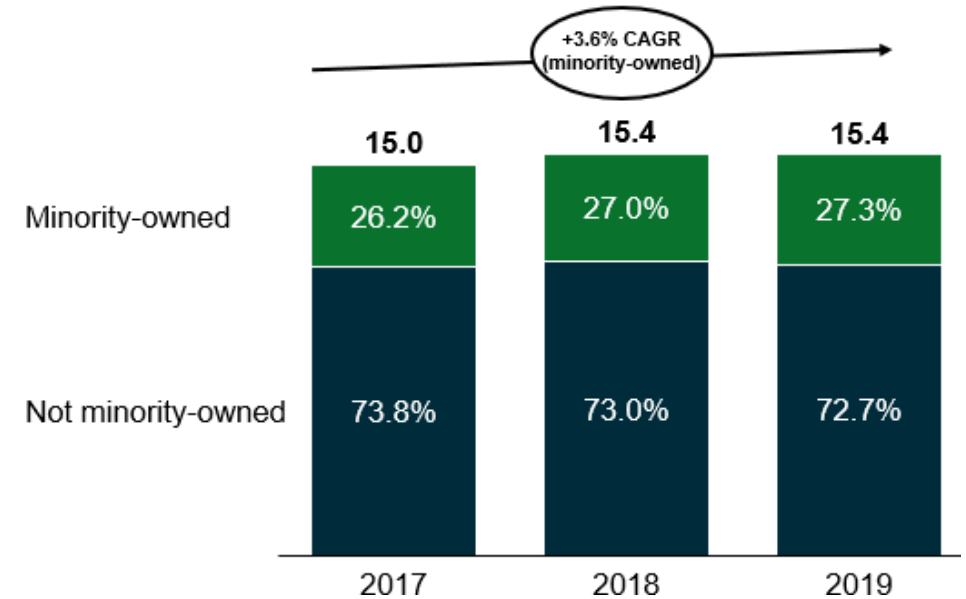
Target cluster job growth, thousands



(B) Increase share of minority-owned employer businesses by 33%

Total employer firms, 2017-2019

Number and share of employer firms, thousands



1. The most recent data on minority owned businesses comes from the Census American Business Survey from 2018, though many subcategories are suppressed due to small sample sizes, making it unreliable. Internally tracking minority business ownership data is a more reliable approach.
2. See: <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/covid-19s-effect-on-minority-owned-small-businesses-in-the-united-states>

Target Sectors

Bolster DC's existing leadership¹



Education and Research

Educational institutions and companies conducting scientific research and development, particularly those in the energy and data science fields. Growing this cluster could also attract companies who are seeking proximity to higher education, international institutions, think tanks, and government agencies (e.g. EdTech, CivicTech).



Communications and Design

Firms working in marketing, design, media, and communication, including publishers of written or digital media content. Utilize DC's strong existing talent base and industry presence in the information sector as well as the ecosystem of government and professional services companies to attract and retain top design firms, marketing agencies, and companies creating, producing, or publishing content.



Consulting Services

Management, engineering, and other specialized firms providing informational or strategic resources to clients. Building on the presence of government agencies, international organizations, regional HQs, and world-class talent, will grow and attract consulting firms to DC with a focus on in-demand expertise such as sustainability (e.g. leverage DC policies to develop green buildings specialization)



Hospitality, Tourism, and Entertainment

Hotels, entertainment, nightlife, and arts venues, restaurants, and other firms offering tourism and hospitality services. Leveraging DC's position as a top location for international visitors alongside opportunities for Downtown transformation will drive growth in this sector.

1. Clusters feature high specialization and growth in DC
2. Clusters with specialization and growth in Washington, DC MSA

Leverage Regional Strengths²



Life Sciences + HealthTech

Organizations conducting research, development and manufacturing of pharmaceuticals, biotechnology-based food and medicines, and other products. Leveraging the regional strength of this sub-sector, the presence of national research and regulatory bodies (e.g., NIH), and educational and healthcare institutions will grow activity within the District's borders, with a focus on medical devices and healthcare software.



Technology (e.g., Cybersecurity, AI)

Businesses creating, implementing, and connecting technological systems and processes. Capitalizing on DC's status as a global talent hub and the local presence of the federal government, Amazon and other regional anchors will bolster the presence of tech firms, particularly in Cybersecurity, Artificial Intelligence, and other emerging industries (e.g. FinTech, CleanTech, MobilityTech, FoodTech).

Successful businesses: Action Overview

Category

Initiatives

Business environment

- Improve ease of doing business
- Assess Tax Revision Commission recommendations

Small business & entrepreneurship

- Establish an annual survey of DC business owners
- Increase access to capital for small businesses and underserved entrepreneurs
- Enhance the Commercial Property Acquisition Fund
- Support vibrant commercial corridors
- Support entrepreneurship training programs
- Maximize inclusiveness of business grant application processes
- Use local procurement to create opportunities for small and BIPOC-owned businesses

Sector-specific attraction, retention, expansion

- Ramp up retention, expansion, and attraction efforts targeting high-growth sectors
- Build DC's health technology and life sciences sector
- Bolster DC's tech industry by creating a dedicated technology entity
- Support tourism, hospitality and entertainment
- Explore opportunities to build DC's climate technology and finance ecosystem
- Designate a federal government real estate concierge



Workforce Initiatives

Key workforce development initiatives (1/2)

Description:

Improve opportunities for employment in “gateway jobs” in target sectors (e.g., life sciences, technology) and reduce barriers to occupational licensing

Why is it a big bet and what is the potential impact?

DC has a highly educated workforce, with 60% of the population holding a bachelor’s degree or above, over 20 postsecondary institutions producing 30,000+ graduates per year, and sectors such as tech poised for significant growth. However, inequality remains high in educational attainment, whereby the share of white residents with a bachelor’s degree or above is 92%, while it is 48% for Hispanic residents and 29% for Black residents.

There is **less diversity in quality jobs** (e.g., 16% of software developers and 30% of electricians are Black, far below their representation in DC). This results in **racial income and wealth gaps**: the median household income is nearly 2x higher for white compared to Hispanic households, and 3x higher for white compared to Black households.

Greater support is needed to connect residents without bachelor degrees to critical “[gateway jobs](#)”, which are high-demand occupations in DC that best support residents on a path toward upward economic mobility.

There is an opportunity to increase the number of DC residents filling high-demand jobs. For example, for certain several top technology occupations, the estimated share of job openings is **less than 50%** (Management Analysts, Software Developers, Market Research Analysts and Marketing Specialists, Computer Systems Analysts, and Information Security Analysts).

Efforts outlined in the economic strategy aim to create **35,000** new jobs in high-growth sectors, including **tech and life sciences by 2028**; with UDC helping fill a share of roles (e.g. 400 grads/year in relevant fields)¹; additionally, increasing **occupational licensing** for Black and Hispanic residents by **30%**² would result in **~15%** growth in **wages** for these workers³

1. Based on annual completions of ~400 in 14 high-level, relevant programs at UDC
 2. 30% calculated as percentage difference between licensing rates for workers with less than a bachelor’s degree in the US between native white workers (18% with license) and native workers of color (14% with license); assumption that DC racial gaps in licensing similar to the US as a whole
 3. Licensing 15% impact on wages, according to Morris M. Kleiner and Alan B. Krueger “The Prevalence and Effects of Occupational Licensing”
 3. Jobs earning above a living wage of \$75k, including those that do not require a bachelor’s degree
- Source: US Census; Lightcast; Minneapolis Fed “How occupational licensing limits access to jobs among workers of color”

Key workforce development initiatives (2/2)

What would it take to execute?

Improve pathways to job in target sectors:

1. Build on career pathways work focused on in-demand sectors from WIOA State Unified Plan (construction, healthcare, hospitality, infrastructure, business services and IT, and law enforcement), and expand to develop clear pathways for sectors targeted for growth in the economic strategy (life sciences, education and research, communications and design, consulting services, and emerging technologies) (DME, WIC)
2. Work with employers and other stakeholders to fill gaps in training and credentialing for target sectors, including public-private skills development partnerships (more detail to follow), apprenticeship programs, and stackable credentials (DME, WIC, DMPED)




Support residents' attainment of "gateway jobs" that can kickstart greater economic mobility through employment, targeted to specific populations, including young residents without bachelor's degrees. (DOES, WIC)

Reduce barriers to [occupational licensing](#) by 1) reviewing licensing requirements; 2) examining potential for reciprocity in licensing; 3) streamlining licensing for qualified immigrants with professional experience; and 4) reviewing all blanket prohibitions on licensure for people with criminal records (e.g., D.C. Law 23-205) (DLCP, DME)

Continue Career Coach DC and explore opportunities for expansion to other learners in the District (DME)

Scale existing education and career **pathway scholarship programs** (DME)

Public-private skills development partnerships: Overview

Options	Pros	Cons	Example
<p>1. State-run, industry-driven skills training programs aimed at residents, with programs designed by industry and training provided by postsecondary institutions or other training programs</p>	<p>High impact</p> <p>Non-financial incentive that invests in human capital (rather than through tax breaks)</p> <p>Addresses most critical location decision for firms (talent)</p>	<p>Typically requires large amount of funding</p> <p>Not typically well-suited for occupations that require a Bachelor's degree</p>	 <p>LED FastStart Louisiana's Custom Workforce Solution</p> <p>QUICKSTART TECHNICAL COLLEGE SYSTEM OF GEORGIA</p> <p>EARN MARYLAND Industry-Led Partnerships Bridging Maryland's Skills Gap, Driving Growth</p>
<p>2. Direct partnerships between higher education providers (e.g., community colleges, universities) and employers</p>	<p>Directly connects talent supply and demand, without large funding needs from government</p>	<p>Programs not as far-reaching as government-run programs noted above, which work with many companies and training providers</p>	 <p>Infosys + PURDUE UNIVERSITY</p> <p>ZURICH + Harper College</p>
<p>3. Employer-led skills development programs</p>	<p>Privately funded and provided skills training programs</p>	<p>Mainly geared towards employers with specific skill needs (e.g., coding) and with ability to make significant investments</p>	 <p>Apple Developer</p> <p>Grow with Google</p>

Thank you!

comeback.dc.gov

IV. DIRECTOR'S UPDATES

AHNNA SMITH
EXECUTIVE DIRECTOR



Welcome New WIC Staff!



Marcus Shaw
Program Analyst



Portia Bates
Grants Management Specialist



FY23 Priorities

- I. Expand business engagement programming via launch of employer focused, skills-based hiring technical assistance initiative which seeks to increase awareness of District resources and use of inclusive talent development practices.
- II. Continue to build and modernize the workforce development system data infrastructure to increase knowledge about customer performance outcomes, strengthen and improve services for residents and employers, and inform future investments.
- III. Continue to deliver the Mayor's COVID recovery investments (employer-led training grants; IT and healthcare occupational skills training; and Career Coach DC) and prepare for potential shifts in FY24.
- IV. Increase workforce system efficiency through coordination of public, private, and non-profit sector partner engagement, and policy development and implementation.
- V. Planning for March 2024 WIOA State Plan submission.



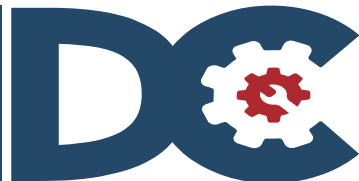
FY23 Priorities

- I. Expand business engagement programming via launch of employer focused, skills-based hiring technical assistance initiative which seeks to increase awareness of District resources and use of inclusive talent development practices.
 - **Talent Development Technical Assistance Grant = Awarded to District Bridges in January 2023**
 - **Save the Date: Workforce Summit Scheduled for June 1st and 2nd**
 - **Aligning with other industry-led efforts, including FC2-led Construction Intermediary**



FY23 Priorities

- II. Continue to build and modernize the workforce development system data infrastructure to increase knowledge about customer performance outcomes, strengthen and improve services for residents and employers, and inform future investments.
- **Continue to build out My Journey DC platform and expand available resources**
 - **Partner with PAIRIN, OCTO, UDC, DHS, and OSSE to develop data sharing agreements in order to integrate key agency customer performance data into My Journey DC**



FY23 Priorities

- III. Continue to deliver the Mayor's COVID recovery investments (employer-led training grants; IT and healthcare occupational skills training; and Career Coach DC) and prepare for potential shifts in FY24.
- **FY23 Employer Partnership Training Grant Solicitation**
 - Received 6 applications; currently reviewing and plan to make awards in coming weeks
 - **Continue to expand Career Coach DC services and resources, including launch of a community of practice to share learnings and best practices with partner agencies**
 - **Coaching offered in 13 locations throughout DC**



FY23 Priorities

IV. Planning for March 2024 WIOA State Plan submission.

- **Solicitation development underway for contractor to support community engagement, data analysis, and plan creation.**
- **Will leverage Board Committees and work closely with the Mayor's Office of Community Affairs to solicit community engagement.**



Additional Areas of Focus

- **Organizational and team development**
 - Working with The Management Center and George Washington University's Center for Excellence in Public Leadership to support team trainings and management coaching.
- **Awaiting Council appointees to the WIC Board**
 - Antwanye and Ahnna have been meeting with members of the Committee on Executive Administration and Labor
 - *CM Bonds (At-Large), Chairperson*
 - *CM McDuffie (At-Large)*
 - *CM Frumin (W3)*
 - *CM T. White (W8)*
 - *CM Lewis-George (W4)*



V. BOARD DISCUSSION AND BOARD MEMBER UPDATES

ANTWANYE FORD, CHAIRMAN
AHNNA SMITH, EXECUTIVE DIRECTOR



Discussion Items

US Conference of Mayors Winter Conference, January 2023

National Governor's Association Winter Workforce Summit, February 2023

WIC Board Leadership Meeting, January 2023



WIC Board Committees

Executive Committee

Equity and Inclusive Hiring Committee

Policy Committee

Education and Workforce Alignment Committee



VI. PUBLIC COMMENT



VII. ADJOURN



APPENDIX



Conflicts of Interest – WIC/WIOA

From the WIC Policy Manual:

“All WIC members and staff serve a public interest and trust role and have a clear obligation to conduct all affairs in a manner consistent with this concept. All decisions of the WIC are to be based on promoting the workforce system, including employers and jobseekers of the District of Columbia. This policy applies to all WIC members and staff and is intended to supplement, but not replace, any applicable Federal or District laws governing conflicts of interest.”

“WIC board members must be aware of and abide by the WIOA Conflict of Interest Policy in 29 U.S.C. § 3111 (f) which states, “A member of a State board may not: a. vote on a matter under consideration by the State board— i. regarding the provision of services by such member (or by an entity that such member represents); or ii. that would provide direct financial benefit to such member or the immediate family of such member; or b. engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan.”



Conflicts of Interest – WIC/WIOA

“If a board member experiences an actual or potential Conflict of Interest, the board member shall take the following steps:

- Remove him or herself from the topic or issue involving the Conflict of Interest; and
- Not take any action on the impacted topic or issue until the Conflict of Interest has been resolved.

The Conflict of Interest may be resolved by having an independent third party review the actual or apparent Conflict of Interest and issue a written report or statement indicating that it is permissible to proceed with the impacted topic or issue.”



Conflicts of Interest - BEGA

The District's Board of Ethics and Government Accountability (BEGA) is another great resource and source of information regarding what to do if there is a conflict of interest.

[BEGA Policy Manual](#): This is a plain language version, primarily targeted to DC government employees, but there is some useful information for your awareness regarding local regulations.

An individual may also request a Formal Advisory Opinion from BEGA:

Requests for a formal advisory opinion may also be submitted in writing to the BEGA, One Judiciary Square 441 4th Street, NW, 830 South, Washington, DC 20001. It should contain a complete statement of the facts, including your name, address and phone number, your official position, a brief description of your agency, commission or office and the nature of the question.



WIC Board Meeting Minutes

Attendance: Ahnna Smith, Antwaney Ford, Steven Boney, Korey Gray, LaTara Harris, Antoinette Mitchell, Nicole Hanrahan, Tony Cancelosi, Lauren Zeilinger, Angela Franco and Darryl Wiggins.

Other: Mary Terrell, Monica Dodge, Pablo Venturino, Suzanne Towns, Lauren Scott, Rosa Moreno, Maryse Holly, Brittany Silver, Anika Holmes, Matthew Lesser, Lillian Speranza, Deborah Russell, Christian Jones, Maryse Holly, Lauren Libera, Nikol Ford, Tosha Skolnik, Fasil Tekle, Jeremy Lares, Sarah Navarro, Kunta Bedney, Angela Franco

Guest Speakers: Katie Littman with the DC Planning and Economic Development (DMPED).

- I. Welcome and Call to Order 10:05am
- II. Chairman's Comments Antwaney Ford, Chairman
 - Chairman Ford welcomed all participants to the quarterly WIC board meeting and a thank you to Darryl Wiggins for hosting the meeting. The first sector focused listening meeting occurred around the construction industry with a focus on diversifying the construction field. An additional four meeting will be held with the construction industry and looking to extend to different industries throughout the year.
- III. Guest Speaker Katie Littman with the DMPED
 - Katie Littman presented on the Districts Comeback Plan from Economic Development in 2023-2027. DMPED engaged over 1,000 stakeholders to inform this strategy, several of which involved with WIC board. Several goals were outlines to be accomplished by 2028 within the plan to include: creating 35,000 new jobs in high- growth target sectors, increasing the share of minority- owned employer businesses to 33% of all employer businesses, eliminating key amenity gaps across all neighborhoods and increasing access to opportunity for residents, adding 15,000 residents to the Downtown population and adding 7 million sq ft of residential units, retaining current residents and reach a population of 725,000 and increasing economic prosperity in DC by lifting the median household income of Black residents by \$25,0003. Data was provided for strategies outlines and may be found within the slides for details and graphics.
 - Data was shared around opportunity rich neighborhoods which provide access to higher quality of digital and broadband access along with food access but less affordable housing access.
 - Two key workforce development initiatives were outlined: Improve opportunities for employment in "gateway jobs" in target sectors (e.g., life sciences, technology) and reduce barriers to occupational licensing and Improve pathways to job in target sectors. Several options to achieve this include State run industry driven skills training programs, direct partnerships and employer-led skills development programs.
 - Presentation led to discussion with board members on information shared and ensuring that minority populations, those with disabilities and returning citizens are at the forefront of these efforts.
- IV. Director's Updates Ahnna Smith, Director
 - The Workforce Investment Council had welcomed two new staff members to the team, Marcus Shaw and Portia Bates.
 - The Workforce Investment Council has their performance oversight hearing on Wednesday February 22nd and the board will allow access to hearing materials within a Box account.

- The Workforce Investment Council has awarded the Training and Skills Development grant to District Bridges and more updated on the progress of implementation of skills based and inclusive hiring to come.
- The Workforce Investment Council hosted a CBO Roundtable where supply and demand data of our workforce was shared along with resource presentations.
- Save the Date: Workforce Summit Scheduled for June 1st and 2nd
- The Workforce Investment Council is starting to plan for the March 2024 WIOA State Plan submission.
- Additional updated on Workforce Investment activity details may be found within the slides presented on within the meeting.

- Board Discussion

Antwanye Ford, Chairman

Ahnna Smith, Director

- The US Conference of Mayors Winter Conference was held in January 2023 and the National Governor’s Association was hosted in February 2023. There was a general focus on returning citizens and diversity and inclusion across workforce boards.
- Updated was provided board Education and Workforce Alignment Committee (EWA) with a focus on adding additional training providers to the ETPL list and connecting with employers on skills based hiring efforts. A presentation will be given the EWA Committee from DC Networks to provide insight on employer focused data.
- Darryl Wiggins noted that there is an opportunity for software testers as well as call center staff members, specifically bi-lingual applications and encourages those with interest to reach out.
- Steven Boney noted that WMATA is looking to hire 100 bus operators every 6 weeks starting in May, Mechanics as well as safety and policy given recent events within Metros. Within the Cooperate side they is a need for accounting staff as well as IT staff.
- Angela Franco noted that there will be several forums and Ahnna Smith will be speaking at the Workforce Development Committee in March 9th. There will be a small business summit occurring on May 9th.
- Nicole Hanrahan shared that LAYC has several students finishing A+ many of whom as also looking to finish their Security + and Network + for employers in need of IT staff.

V. Public Comment

- No public comments given

VI. Adjourn at 11:50pm

Q22c



WORKFORCE INVESTMENT COUNCIL QUARTERLY BOARD MEETING
Wednesday, April 26, 2023
10:00 a.m. – 12:00 p.m.
In-person/Virtual Meeting

Pursuant to DC Code § 2-571 et seq., notice is hereby given to the members of the Workforce Investment Council and general public that the WIC will hold a in-person/virtual meeting open to the public on Wednesday, April 26, 2023.

AGENDA

- I. Call to Order
- II. Chairman’s Comments Antwanye Ford, Chairman
- III. Guest Speaker Brienne Dornbush, District Bridges
- IV. Director’s Updates Ahanna Smith, Executive Director
- V. Board Discussion Antwanye Ford, Chairman
 Ahanna Smith, Executive Director
- VI. Public Comment

This is the time for the public to comment. Members of the Council may not discuss items that are not on the agenda. Therefore, action taken as a result of public comment will be limited to directing staff to study the matter or scheduling the matter for further consideration and decision at a later date.

VII. Adjourn

A copy of the agenda and background materials provided to Council members (with the exception of material relating to possible executive sessions) is available for public inspection at the Workforce Investment Council office, 2235 Shannon Place SE, Suite 3031, Washington DC 20020.

Registration is required to join this public meeting. All public members planning on attending should contact Fern Hawkins at fern.hawkins@dc.gov to register or request any special accommodation.



LOG-IN DETAILS

Join by computer: Click this link to join:

<https://dcnet.webex.com/dcnet/onstage/g.php?MTID=eed568e8da8e6989042ae19a84e0065b0>

Event number: 2306 606 6820

Event Password: 0426

Or

Join by phone:

1-650-479-3208 Call-in toll number

Access code: 2306 606 6820

Q22c.1

WORKFORCE INVESTMENT COUNCIL

QUARTERLY BOARD MEETING

April 26, 2023



I. WELCOME & CALL TO ORDER

**ANTWANYE FORD
CHAIRMAN**



AGENDA

- I. Welcome & Call to Order
- II. Chairman's Comments
- III. Guest Speaker, District Bridges
- IV. Director's Updates
- V. Board Discussion and Updates
- VI. Public Comments
- VII. Adjourn



II. CHAIRMAN'S COMMENTS

**ANTWANYE FORD
CHAIRMAN**



III. Guest Speaker

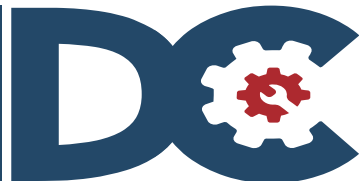
BRIANNE DORNBUSH
Executive Director
District Bridges





Talent Development Technical Assistance Grant Update

WIC Board Meeting
4/19/23



Addressing DC's Workforce Equity Gap

Equity Gap:

- District residents with no college education had a 25% lower labor force participation rate, and five times higher rate of unemployment than those with a bachelor's/advanced degree.
- Median earnings for residents without a bachelor's degree were one-half to one-quarter the level of those with bachelor's or advanced degrees.

DC's Vision: Businesses are connected to the skilled DC residents they need to compete globally, are participants in the workforce system, and drive the District's economic growth.



TDTA Goals

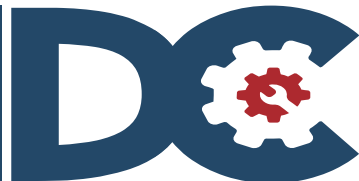
To help address these disparities and maximize the potential , the DC WIC is launching the Talent Development Technical Assistance (TDTA) initiative.

The goals of TDTA are to:

- ***Increase in the number of District employers who implement inclusive talent development practices, resulting in stronger business and economic growth.***
- ***Ensure more District residents without a four-year college degree obtain employment in high-demand, “Good Jobs”.***

District Bridges was selected as the TDTA implementation partner and will help the DC WIC develop a suite of business-facing, inclusive hiring tools, and resources, and provide individual and cohort-based technical assistance to District employers.

Services will begin in Spring of 2023.





District Bridges is a community ecosystem development nonprofit organization working to bridge community engagement and economic development opportunities to foster equitable, resilient, and connected communities here in DC.

We bring deep functional expertise but are known for our holistic approach to urban development that strengthens existing communities. We recognize the value in economic hubs, focusing on both individual businesses and stakeholders, as well as the overall prosperity of the broader community.



TDTA Program Overview

Core Activities Include:

- Connecting businesses in the DC metropolitan region to learn more about inclusive hiring needs and challenges and to share information about available District talent development resources.
- Selecting a cohort of businesses to receive a deeper level of customized training, technical assistance and capacity-building and serve as a pilot group for implementation of the new DC WIC resources.
- Providing training and capacity building support to District workforce and community-based organizations around implementation of inclusive hiring practices.
- Hosting at least two business-facing, inclusive-hiring focused convenings to highlight local business innovations and impact and share information about best practices information and new resources and tools.



TDTA Program Timeline

- April and May:
 - Main Street outreach partner business outreach
 - Business Survey deployment & dissemination
 - Cohort recruitment
- May 9th – DC Chamber Small Business Summit
- June – August:
 - Cohort selection and launch
 - Launch video trainings and toolkits via Access Point DC & My Journey
- September 21st – Business Facing Summit



Outreach Strategy

DC Main Streets represent one of the most direct ways to connect with and support DC small Businesses. Our Main Street outreach partners include:

Ward 1

- Columbia Heights | Mount Pleasant Main Street
- U Street Main Street
- Lower Georgia Avenue Main Street (Wards 1 & 4)

Ward 2

- Logan Circle Main Street
- Shaw Main Street
- Georgetown Main Street

Ward 3

- Chevy Chase Main Street
- Cleveland Park Main Street

Ward 4

- Upper Georgia Avenue Main Street
- Lower Georgia Avenue Main Street

Ward 5

- North Capitol Main Street
- H Street Main Street (Wards 5 & 6)

Ward 6

- Eastern Market Main Street
- H Street Main Street (Wards 5 & 6)

Ward 7

- Pennsylvania Avenue East Main Street
- Minnesota Avenue Main Street

Ward 8

- Congress Heights Main Street





AccessPointDC is an on-demand virtual learning platform that provides technical training solutions for small business owners. Its on-demand format provides a much-needed alternative to live training sessions, which are often difficult for small business owners to attend.

Self-empowerment through virtual education is only one component of the greater vision District Bridges has for Access Point. In 2022, District Bridges launched phase two of Access Point DC: a first-stop clearinghouse to connect small businesses to technical support, funding, and more.

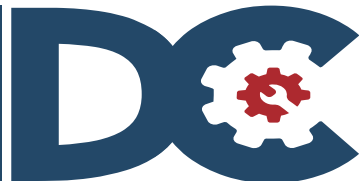
Additionally, Access Point is available regardless of ward or organizational affiliation—at every stage of business, at any time of day, with language translation, to any business in the District.



TDTA Content Development

Since 2019, District Bridges has partnered with Enspire Creative as our platform and content developers. Enspire has built the custom site that Access Point DC lives on and has integrated District Bridges Salesforce platform to track and report on the success of the content.

Enspire Creative are experts in developing content for adult learners who have limited time. The content developed for Access Point meets the direct needs of small business owners in the District with relevant and easily accessible education and resources.



Content Development

The Markle Foundation has developed two courses that focus on Attracting the Right Talent and Candidate Evaluation. Enspire Creative will be developing two courses broken down into five video content sections. In addition to the courses, there will be downloadable toolkits with templates and resources that can be immediately implemented by businesses to make the trainings actionable

Course 1: Attract The Right Talent

- Introduction
- What is Skills-Based Hiring?
- Identifying and Classifying Competencies
- Defining Competencies for Job Postings
- Job Postings Checklist and Next Steps

Course 2: Candidate Evaluation

- Introduction
- Skills-Based Screening
- Skills-Based Interviewing
- Work-Based Assessments
- Check-list and Next Steps



How Can You Help?

- Disseminate the business survey to your network.
- Encourage businesses to apply for the cohort.



Questions?



Thank you!

Brianne Dornbush
Executive Director, District Bridges
Brianne@districtbridges.org

For more information on the TDTA pilot please email:
skillsdc@dc.gov



IV. DIRECTOR'S UPDATES

AHNNA SMITH
EXECUTIVE DIRECTOR



FY22 Expenditure Guide Highlights

- Reflects workforce programs serving **~55,000 participants**.
- In FY22, approximately **2,600 participants** earned a credential and approximately **2,500 were employed**.
- In FY22, the **budget for programs increased by 52%** from FY21 to \$187 million and spent approximately \$139 million.
- In FY22, the agencies with the largest budgets were:

DOES (\$110m)	DSLBD (\$8m)
DHS (\$35m)	OSSE (\$6.9m)
WIC (\$12m)	UDC (\$6.6m)
DSLBD (\$8m)	DOEE (\$4.9m)
- **Participation increased on average by 9% each year**



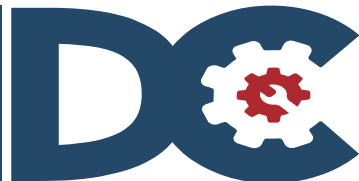
Looking Ahead

- **FY24 Budget and Priorities**
- **Executive Director Transition**



FY24 Budget

- **Mayor Bowser's FY24 Budget** included approximately \$500 million reductions
- **WIC's FY24 budget reflects:**
 - ARPA-funded programs eliminated
 - Reduction in local grantmaking funds
 - Reduction in contracting funds (technical assistance, communications, etc.)
 - Continued investment in the healthcare workforce partnership and healthcare training



Priorities in FY24

- Continue momentum built in recent years—greater coordination and alignment across government and across sectors.
- Focus shifts to core operations of the WIC; leveraging partnerships and external support to complement our efforts.
- Shift from scaling high-quality training opportunities to supporting individuals that have received training—ensuring residents have pathways for upward mobility and employers are connecting with the talent they need.



Big Goal in FY24

Support Mayor's Comeback Plan, contributing to:

- The creation of 35,000 new jobs in the next five years
- Increasing the median household income of Black residents by \$25,000 in the next five years



Areas of Focus in FY24

Workforce Data Modernization:

- Increase use of My Journey DC to support case management across the system.
- Continue to support data integration across the system.
- Increase knowledge about customer performance outcomes, strengthen and improve services for residents and employers, and inform future investments.

Business Engagement:

- Expand business engagement programming via launch of employer-focused skills-based hiring technical assistance initiative which seeks to increase awareness of District resources and use of inclusive talent development practices.

Develop and submit 2024 WIOA State Plan in Feb/March 2024



2024-2027 WIOA State Plan Development

- Contractor identified by July 1, 2023
- Kick-off with partners in August 2023
- Economic and workforce data collection and analysis, including stakeholder engagement in September 2023
- First draft by November 2023
- Final draft by January 2024
- Submit to USDOL by March 2024
- Make any required edits by September 30, 2024



Executive Director Transition

- **WIC Management Team Planning and Coaching Support**
 - Rosa Moreno, Chief of Staff
 - Suzanne Towns, Deputy Executive Director
 - Deborah Russell, Associate Director, Performance and Impact
 - Anika Holmes, Associate Director, Business Engagement
- **Transition Plan Support from the Deputy Mayor for Education**
- **18-month Plan in Place**



V. BOARD DISCUSSION AND BOARD MEMBER UPDATES

ANTWANYE FORD, CHAIRMAN
AHNNA SMITH, EXECUTIVE DIRECTOR



Board Discussion: 18-Month Plan

Support Mayor's Comeback Plan, contributing to:

- The creation of 35,000 new jobs in the next five years
- Increasing the median household income of Black residents by \$25,000 in the next five years

How can the Board support these goals?

What opportunities should the Board leverage in the next 18-months?



VI. PUBLIC COMMENT



VII. ADJOURN



APPENDIX



Q22c.2

WIC Board Meeting Minutes

April 26, 2023

Attendance: Ahnna Smith, Darryl Evans, Nicole Hanrahan, Anita Bonds, Chairman Moses, Korey Gray, Steven Boney, Darryl Wiggins, Laurence Potter, Angela Franco,

Other: Suzanne Towns, Portia Bates, Lillian Speranza, Maryse Holly, Marcus Shaw, Lauren Libera, Tshepiso Maluzo, Nikol Ford, Sarah Navarro, Shri Madure, Jeremy Lares, Ashley Williams, Rebecca Foster, Mary Heck, Fasil Tekle, Monica Dodge.

Guest Speakers: Brianne Dornbush with District Bridges

- I. Welcome and Call to Order 10:15am
- II. Chairman's Comments Antwanye Ford, Chairman
 - Chairman Ford welcomed all participants to the quarterly WIC board meeting and the team apologized for the technical issues that delayed the start of the meeting.
- III. Guest Speaker Brianne Dornbush, District Bridges
 - The Workforce Investment Council is excited to announce the launch of Skills DC. The Skills DC effort is being led by District Bridges with the vision to ensure that Businesses are connected to the skilled DC residents they need to compete globally, are participants in the workforce system, and drive the District's economic growth.
 - Goals of this grant include increasing in the number of District employers who implement inclusive talent development practices, resulting in stronger business and economic growth and ensuring more District residents without a four-year college degree obtain employment in high-demand, "Good Jobs".
 - The District Bridges team put together a detailed outreach strategy and communicated with the board the inclusion of businesses in all wards, The board members provided comments and offers of support regarding the outreach plan.
 - Cohorts to launch the skills-based training will begin in June, July and August and culminate in a business facing summit on September 21st.
 - Board members and attendees are asked to share out a survey being pushed out to businesses https://dcworks.qualtrics.com/jfe/form/SV_aiaqsaaxeZV7Fki
 - For more information on the TDTA pilot please email: skillsdc@dc.gov
- IV. Director's Updates Ahnna Smith, Director
 - Director Smith highlighted finding from the expenditure guide with 55,000 participants served in workforce programs in FY22, and approximately 2,600 participants earned a credential and approximately 2,500 were employed.
 - The FY24 budget was reviewed with a focus on the approximately \$500 million reduction including several workforce programs. ARPA funded programs will be eliminated, reductions are being made in local grantmaking funds, reductions are being made in contracting funds. Healthcare investments continue to be a focus with partnership and training being funded.
 - Looking ahead on focus areas in FY24, a continued focus will be put on efforts to modernize our data systems related to workforce. Related to the Skills DC efforts, a focus will be put on business engagement to increase awareness of District resources and use of inclusive talent development practices. The 2024 WIOA State Plan will be in development starting in February and March or 2024.

- Executive Director Ahnna Smith provided detail on her transition with WIC staff contact information provided in the slides for any and all board support needed. Additionally, the Deputy Mayor for Education will be stepping in to support transition. More information will be shared as it is available.

- Board Discussion

Antwanye Ford, Chairman

Ahnna Smith, Director

- The boards 18-month plan was discussed with the focus on supporting the mayor's comeback plan. A special focus will be on goals of the creation of 35,000 new jobs in the next five years and increasing the median household income of Black residents by \$25,000 in the next five years

V. Public Comment

- No public comments given

VI. Adjourn at 11:50pm

Q22d



WORKFORCE INVESTMENT COUNCIL QUARTERLY BOARD MEETING
Wednesday, July 19, 2023
10:00 a.m. – 12:00 p.m.
In-person/Virtual Meeting

Pursuant to DC Code § 2-571 et seq., notice is hereby given to the members of the Workforce Investment Council and general public that the WIC will hold a in-person/virtual meeting open to the public on Wednesday, July 19, 2023.

AGENDA

- I. Call to Order
- II. Chairman's Comments Antwanye Ford, Chairman
- III. Guest Speaker Justin Palmer, MPA – Vice President of Public Policy & External Affairs – District of Columbia Hospital Association
- IV. WIC Staff Updates Suzanne Towns, Deputy Executive Director
Rosa Moreno, Chief of Staff
- V. Board Discussion Antwanye Ford, Chairman
- VI. Public Comment

This is the time for the public to comment. Members of the Council may not discuss items that are not on the agenda. Therefore, action taken as a result of public comment will be limited to directing staff to study the matter or scheduling the matter for further consideration and decision at a later date.

- VII. Adjourn

A copy of the agenda and background materials provided to Council members (with the exception of material relating to possible executive sessions) is available for public inspection at the Workforce Investment Council office, 2235 Shannon Place SE, Suite 3031, Washington DC 20020.

Registration is required to join this public meeting. All public members planning on attending should contact Fern Hawkins at fern.hawkins@dc.gov to register or request any special accommodation.



LOG-IN DETAILS

Join by computer: Click this link to join:

<https://dcnet.webex.com/dcnet/j.php?MTID=m340fe65b4ba9ff06eef6c647081bf3b2>

Event number: 2308 715 4374

Event Password: 0719

Or

Join by phone:

1-650-479-3208 Call-in toll number

Access code: 2308 715 4374

Q22d.1

WORKFORCE INVESTMENT COUNCIL

QUARTERLY BOARD MEETING

July 19, 2023



I. WELCOME & CALL TO ORDER

**ANTWANYE FORD
CHAIRMAN**



AGENDA

- I. Welcome & Call to Order
- II. Chairman's Comments
- III. Health Care Workforce Partnership Update
 - Guest Speaker: Justin Palmer, DCHA
- IV. WIC Updates
- V. Board Discussion and Updates
- VI. Public Comments
- VII. Adjourn



II. CHAIRMAN'S COMMENTS

**ANTWANYE FORD
CHAIRMAN**



III. Guest Speaker

Justin Palmer, MPA
Vice President of Public Policy & External Affairs
District of Columbia Hospital Association





**DC Health Care
Workforce
Partnership**

**District of Columbia Workforce
Investment Council**

July 19, 2023

Partners

CONVENER & INTERMEDIARY

District of Columbia Hospital Association Program Services, Inc.

PUBLIC FUNDING PARTNER - DC Workforce Investment Council

HEALTH CARE EMPLOYERS/BUSINESSES

HOSPITALS

The George Washington University Hospital
BridgePoint Hospitals - Capitol Hill & Harborside
Children's National Hospital
Howard University Hospital
Kaiser Permanente
Sibley Memorial Hospital
United Medical Center
Medstar Georgetown University Hospital
MedStar Washington Hospital Center

AMBULATORY AND BEHAVIORAL HEALTH SERVICES

Whitman-Walker Health
Mary's Center
McClendon Center
Unity Health Care

NURSING, RESIDENTIAL, AND LONG-TERM CARE SERVICES

Ascension Living Carroll Manor Nursing and Rehabilitation Center
Volunteers of America Chesapeake & Carolinas
BridgePoint Hospital Skilled Nursing & Rehabilitation Facility
Forest Hills DC
Stoddard Baptist Nursing Home

CORE PARTNERS

Academy of Hope DC
AmeriHealth Caritas DC
Briya Public Charter School
Coalition for Nonprofit Housing & Economic Development
DC Coalition of Disabilities Service Providers
DC Coalition on Long Term Care
DC Primary Care Association
DC Health Care Association
DCPS Academy of Health Sciences - Coolidge
Department of Aging and Community Living
LAYC Career Academy
SOME Center for Employment Training
UDC Community College Division of Workforce Development & Lifelong Learning
Trinity Washington University
1199 SEIU
Greater Washington Community Foundation
Office of State Superintendent of Education
Community College Preparatory Academy
Jane Bancroft Robinson Foundation
Stoddard Baptist Home Foundation
Premier Health Services
St. Michael College of Allied Health

NETWORK SUPPORTERS

DC Department of Employment Services
DC Department of Forensic Sciences
Dress for Success Washington, DC
Rodham Institute Pathways for All to Health Careers
Campaign for Fair Sentencing of Youth
DC Health Care Finance
DC Appleseed Center for Law and Justice
Department of Employment Services



Shared Priorities

Applying Lessons Learned:

- Bringing together the insights from our partners—health care employers, education and training providers, supportive service organizations, advocacy and community economic development organizations, philanthropic entities, and government agencies — with the insights of our workers, three powerful messages emerged:
 1. **The future workforce is happening right now,**
 2. **Most roads are paved with job quality, and**
 3. **The traditional postsecondary education and training model must be reformed to support building the 21st Century learn and earn ecosystem.**



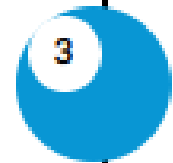
Prioritize Occupations Added



Certified Medical Assistant



Certified Nursing Assistant



Community Health Worker



Dental Assistant



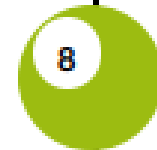
Emergency Medical Technician



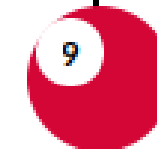
Home Health Aide



Licensed Practical Nurse



Pharmacy Technician



Psychiatric Technician



Registered Nurse



Job Quality: A Focus From the Beginning

- **The Partnership** quickly identified the top five high demand high growth occupations
 - Certified Medical Assistant
 - Certified Nursing Assistant
 - Home Health Aide
 - Licensed Practical Nurse
 - Pharmacy Technician
- **The Pandemic** help us to prioritize the workforce needs in our work
- We engaged SocialLens to do interviews with individuals interested or had previously worked in these occupations



What's Next?

Work to be Done in Job Quality

From the voice of the consumer to research done on job quality, all data points to the need for employers to design jobs based on the needs of their business and employees to attract and retain the best workers.

We offer the Job Design Framework as a foundation guide for our work to be done. It is developed to put the employer in the driver's seat, taking the lead with accountability. It is framed in racial equity and inclusion principles that are aligned with recommendations from our partners. It offers flexibility in designing good jobs regardless of the employer's resources. It aligns with our **Shared Priority—Health Care as a Career Destination**—to be an industry of choice among District residents ([NFWS, Job Design Framework](#)).

In the upcoming year, partners and stakeholders will be mobilized through action teams to advance the design of job quality. This work will be supported by the program staff as the action teams dive deeper into the work to be done.

Annual Health Care Occupations Report

DC Health Care Workforce Partnership

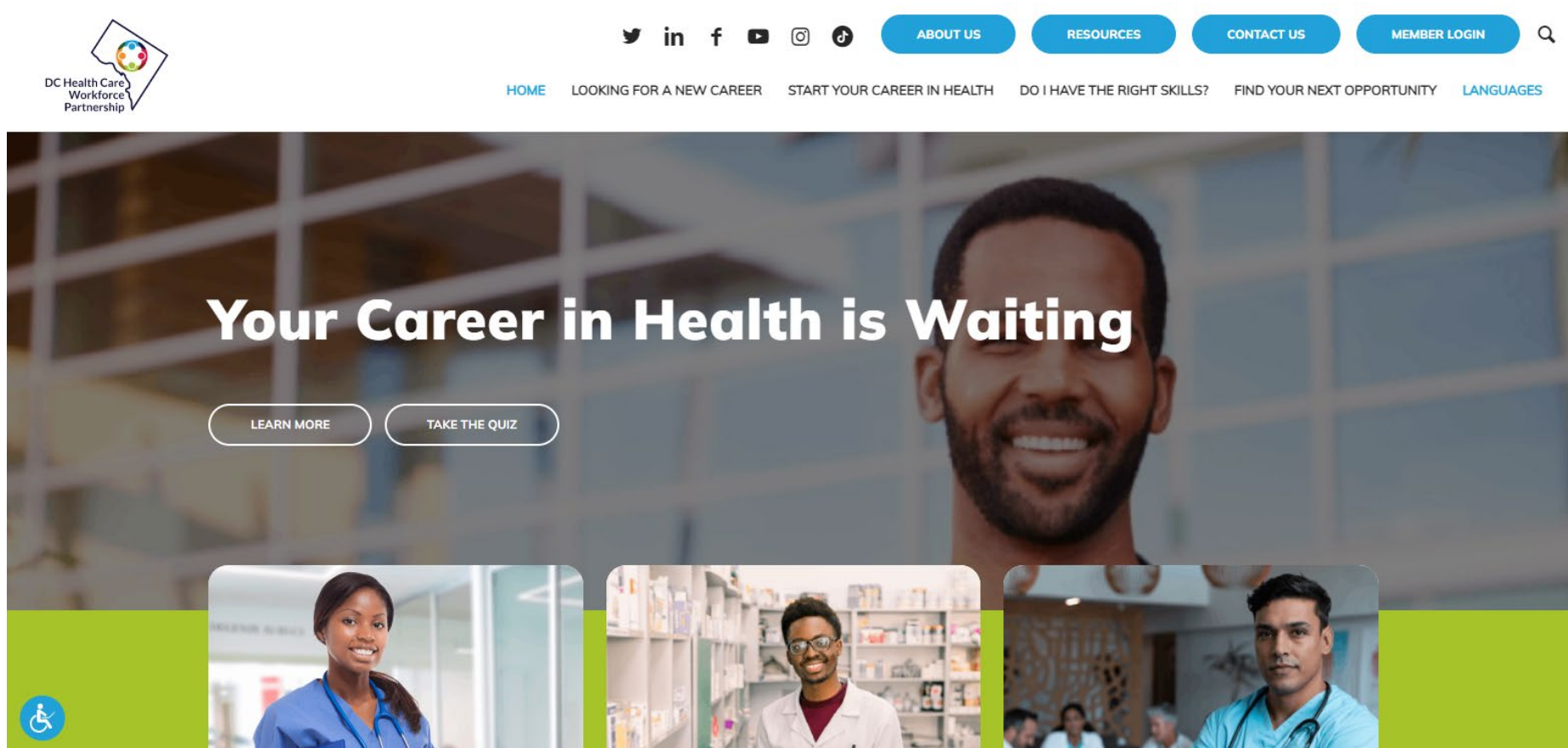
2023



DC Health Care Workforce Partnership



Questions & Resources



The screenshot shows the top navigation bar of the DC Health Care Workforce Partnership website. It includes the organization's logo on the left, social media icons for Twitter, LinkedIn, Facebook, YouTube, Instagram, and TikTok in the center, and buttons for 'ABOUT US', 'RESOURCES', 'CONTACT US', and 'MEMBER LOGIN' on the right. Below the navigation bar is a horizontal menu with links for 'HOME', 'LOOKING FOR A NEW CAREER', 'START YOUR CAREER IN HEALTH', 'DO I HAVE THE RIGHT SKILLS?', 'FIND YOUR NEXT OPPORTUNITY', and 'LANGUAGES'. The main content area features a large hero image of a smiling man with the text 'Your Career in Health is Waiting' overlaid. Below the text are two buttons: 'LEARN MORE' and 'TAKE THE QUIZ'. At the bottom of the hero image is a row of three smaller images showing healthcare professionals: a female nurse, a male pharmacist, and a male doctor. A blue accessibility icon (a person in a wheelchair) is located in the bottom left corner of the hero image.

<https://dchealthcareers.org/resources/>



IV. WIC STAFF UPDATES

SUZANNE TOWNS
DEPUTY EXECUTIVE DIRECTOR

ROSA MORENO
CHIEF OF STAFF



WIC Updates

Staffing Updates

- Welcome
 - Portia Bates, Resource Allocation Analyst

- Departures
 - Ahnna Smith, Executive Director
 - Lauren Scott, Policy and Compliance Manager



WIC's FY24 Budget

FUNDING SOURCE	FY23	FY24
Local	\$ 4,939,542	\$ 2,500,915
State Local Fiscal Recovery Funds	\$ 17,320,541	\$ 550,000
Inter-District Federal (WIOA)	\$ 1,520,741	\$1,355,000*
TOTAL	\$ 23,816,824	\$ 4,405,915



WIC's FY24 Budget

WIC's FY24 budget reflects:

- ARPA-funded programs eliminated
- Reduction in local grantmaking funds
- Reduction in contracting funds (technical assistance, communications, etc.)
- Reduction in 7 FTEs – elimination of 1 locally funded position and 6 ARPA funded positions. FY24 FTEs = 12
- Continued investment in the healthcare workforce partnership and healthcare training
- Reduction in Inter-District Funds – current discussion about the use of FY23 carryover which may bring us closer to FY23 levels of \$1.5M



FY23 Q3 Highlights

- Launch of Talent Development Technical Assistance Initiative
 - Cohort of 60 businesses will convene in August and September and pilot toolkit and training resources
 - Board and stakeholder feedback sessions will be held in August
- Participation at US DOL Vision 2030 Conference
 - [Key Takeaways](#)
- DC WIC Workforce Summit
- Markle Foundation's Cohort of Coaching State Leaders Convening
- DOL Region 2 Convening
- DC Selected and Featured at US DOL & JFF National Job Quality Academy
- Health Care Workforce Partnership Quarterly Meeting and Occupations Report
- FY24 WIOA State Plan Kickoff



TDTA Launch Event May 9th



DOL Vision 2030 Conference May 2023



DC WIC FY23 Workforce Summit



Job Quality Academy – June 28th-30th





Healthcare Workforce Partnership

Quarterly Meeting
June 28th



WIOA State Planning Overview

Timeline

- Partners begin reviewing partner-specific sections of plan – **August**
- Stakeholder engagement – **August through October**
- DC WIC develops data for Economic and Workforce analysis – **August/September**
- Partners submit requested data to DC WIC - **September**
- Economic and workforce analysis completed and shared with partners - **November**
- Revisions to partner-specific sections due to DC WIC – **November/December**
- First Draft of full plan and review - **January**
- Mayoral review – **January/February**
- The DC WIC will begin submitting revisions in the portal by the **March** deadline



WIOA State Planning Overview

Stakeholder Collaboration and Comment

States must provide the opportunity for public comment, which allows interested stakeholders to participate actively, effectively, and transparently in the development of the plan.

The State Plan is developed with an opportunity for input from representatives of:

- Local Workforce Development Boards and chief elected officials
- Businesses/Representatives of labor organizations
- Community-based organizations
- Agency partners
- Adult education providers/Institutions of higher education
- The general public, including individuals with disabilities



Revised Methodology for Establishing DC's High-Demand Sectors

Step 1: Reduce Geographic Area

- Limit labor market data to assess occupational demand to DC only, rather than the broader Washington Metropolitan Statistical Area (MSA).

Step 2: Review Total Occupations

- Filtered Lightcast Occupation table data for 2023 to 2028 by U.S. Department of Labor's (DOL) Bureau of Labor Statistics (BLS) Standard Occupational Classification (SOC) codes. We used the 6-digit level in developing initial analyses.
- 722 SOC occupational titles were identified

Step 3: Filter by High-Demand Definition

- Filtered the 722 SOC occupational titles by those with 50 or more openings annually (high-demand).
- 146 SOC occupational titles in the District were identified.



Revised Methodology for Establishing DC's High-Demand Sectors

Step 4: Filter by DC Living Wage /Self-Sufficiency Standard

- 145 occupations were identified in the District with 50 or more openings annually and a minimum wage of \$17.00 or more per hour (July 2023 wage, set by the LIVING WAGE ACT OF 2006 and administered via DOES' Office of Wage and Hour Compliance.)

Step 5: Group by Industry and Sector

- Filtered the 145 by the North American Industry Classification System (NAICS) framework to classify positions into industries.
- Identified industries were then grouped into 8 High-Demand Sectors.

*Filtering by O-Net zones will occur during career pathway map development.



DC Comeback Plan Goals and Target Sectors

- Create 35,000 new jobs in high-growth target sectors, which will include increasing apprenticeship programs and filling gaps in training and credentialing;
- Increase economic prosperity in DC by lifting the median household income of Black residents by \$25,000.

Targeted Sectors for High-Growth Target Sectors includes:

 **Education and Research**

 **Consulting Services**

 **Life Sciences and HealthTech**

 **Communications and Design**

 **Hospitality, Tourism, and Entertainment**

 **Technology (e.g., Cybersecurity, AI)**



High-Demand Sector Alignment to Comeback Plan Goals

Mayor's Comeback Plan Goals

- Create 35,000 new jobs within high-growth target sectors
- Close wage gap by increasing median income to \$78,000 annually
- Includes six, "High-Growth" target sectors

WIC's High-Demand Sectors

- Approx. 34,750 new jobs across proposed sectors
- The average occupational wage across proposed sectors is \$41.34 hourly or \$85,000* annually
- Proposed High-Demand Sectors include six High-Growth target sectors.



Proposed FY24 DC High-Demand Sectors



Business and Office Administration




Hospitality, Retail, Tourism and Entertainment

Construction



Information Technology



Education



Security and Law Enforcement

Healthcare



Transportation, Infrastructure and Utilities



Regional Comparison of High-Demand Industries



Washington, DC

- Business & Office Administration
- **Construction**
- Education
- **Healthcare**
- **Hospitality, Retail, Tourism** and Entertainment
- Security and Law Enforcement
- **Transportation, Infrastructure, and Utilities**



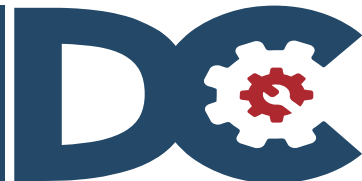
Maryland

- Agriculture and Forestry
- Biotechnology
- **Construction**
- Distribution, Warehousing, and **Transportation**
- **Healthcare**
- **Hospitality and Tourism**

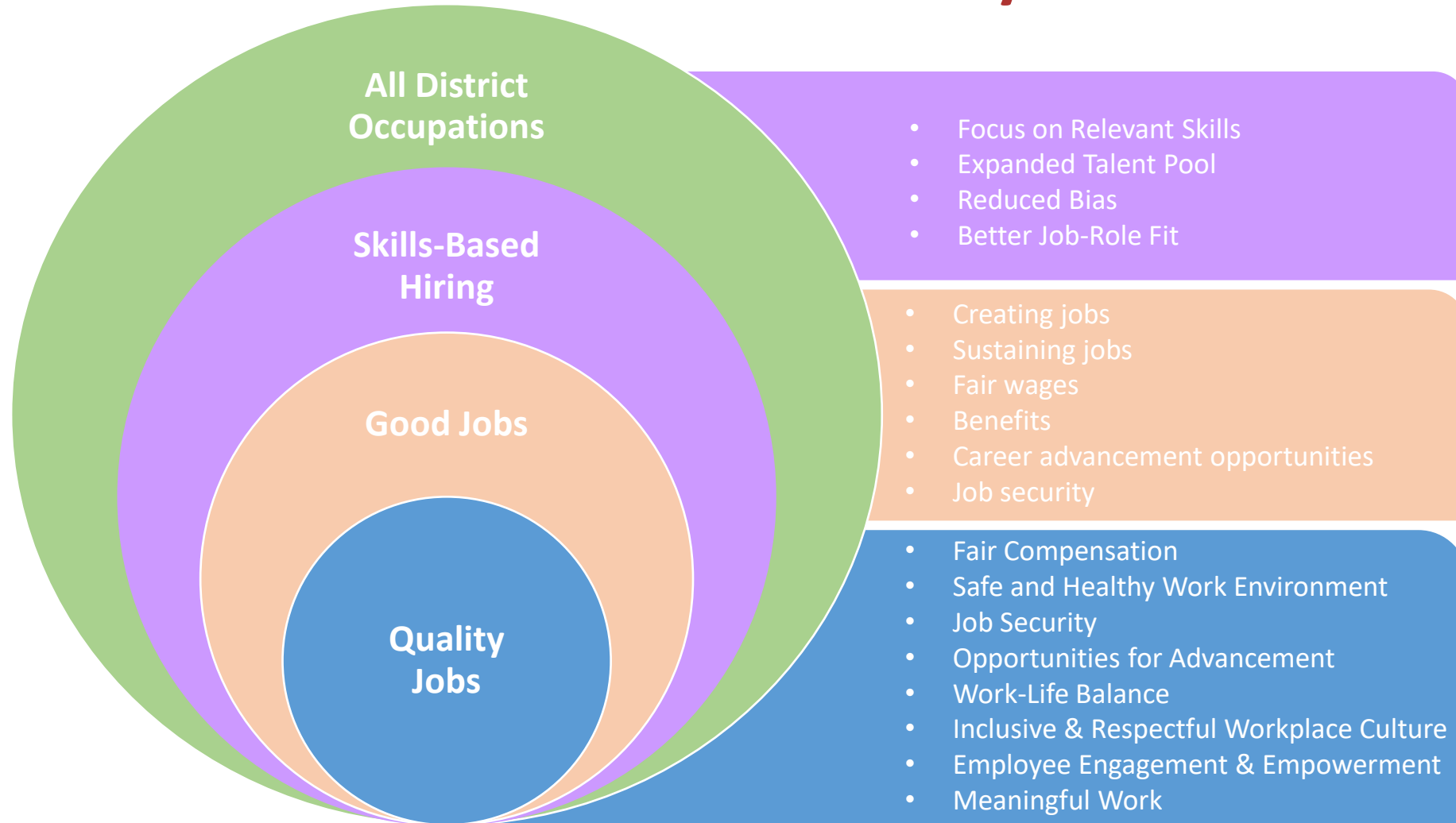


Virginia

- Advanced Manufacturing
- Agriculture and Forestry
- Energy
- Federal Government
- **Healthcare**
- **Information Technology**
- Logistics
- Professional Business Services
- **Tourism**



Areas for Future Analyses



Future analyses will reference criteria from US Department of Labor, Markle Foundation, / McKinsey, etc.



FY23 Q4 Priorities

- Wrap Up of ARPA Funded Grants
- Talent Development Technical Assistance Initiative
 - Skills-Based Hiring Business Summit at Convention Center on 9/14/23
- FY24 WIOA State Plan Content Development
- Draft FY24 Career Pathway Maps
- Launch of FY24 Expenditure Guide Development
- Initial Rollout of Training Quality Standards
- US DOL / JFF National Job Quality Academy Session Two
- DOL Region 2 Convening in Philadelphia
- Health Care Workforce Partnership Quarterly Meeting



Opportunity for Board Engagement

- TDTA Participation
 - Preview and provide feedback on TDTA Skills-Based Hiring toolkit and training
 - Interested Board Members should email DCWorks@dc.gov with TDTA Toolkit in subject line
 - Participate in TDTA Skills-Based Hiring Business Summit at Convention Center on 9/14/23
- FY24 WIOA State Plan Stakeholder Engagement Sessions
- Career Pathway Sector-Specific Focus Groups
- FY24 WIOA State Plan Feedback Session



V. BOARD DISCUSSION AND BOARD MEMBER UPDATES

ANTWANYE FORD, CHAIRMAN



Committee Updates

- WIC Sub-Committees
 - EWA
 - Equity Committee
 - Policy



VI. PUBLIC COMMENT



VII. ADJOURN



Q30 – PAR



WORKFORCE INVESTMENT COUNCIL

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2024

CONTENTS

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- 1 Workforce Investment Council** **3**
- 2 2023 Objectives** **4**
- 3 2023 Operations** **5**
- 4 2023 Strategic Initiatives** **6**
- 5 2023 Key Performance Indicators and Workload Measures** **8**

1 WORKFORCE INVESTMENT COUNCIL

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.

Services: The Workforce Investment Council provides workforce education, training, and counseling services to promote job readiness; and the Workforce Investment Council Board oversees implementation of the District of Columbia's Strategic Four-Year Plan for Provision of Services under the Workforce Innovation and Opportunity Act and provides advice on the development, implementation, and continuous improvement of an integrated and effective workforce investment system.

2 2023 OBJECTIVES

Strategic Objective

Business Engagement: Increase business engagement to help align workforce training programs with employer needs

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.

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.

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

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

3 2023 OPERATIONS

Operation Title	Operation Description
Business Engagement: Increase business engagement to help align workforce training programs with employer needs	
Labor Market Awareness: Daily Service	Increase the use of labor market information and anecdotal information to shape training programs that train in the skills employers need
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.	
Provide technical assistance: Daily Service	Provide technical assistance to impact greater awareness and knowledge of workforce partners by facilitating technical assistance webinars, in-person meetings and teleconferences.
Policy Development: Daily Service	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.
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.	
Technical Assistance: Daily Service	Provide technical assistance for continuous improvement of performance
Conduct outreach to bring awareness.: Daily Service	Conduct outreach to bring awareness.
Workforce Training Providers: Daily Service	Review, monitor and research industry standards, curriculum, and past performance of prospective eligible training providers
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	
Career Pathways: Daily Service	Offer high-quality professional development training to education and workforce providers under a career pathways framework.
Research and Analysis: Key Project	Conduct in-depth research on DC landscape to identify where gaps may exist in education, training, and support services.

4 2023 STRATEGIC INITIATIVES

In FY 2023, Workforce Investment Council had 4 Strategic Initiatives and completed 0%.

Title	Description	Update
Nurse Education Enhancement	The Workforce Investment Council (WIC) will work in collaboration with the University of the District of Columbia (including the UDC-Community College and the Division of Workforce Development and Lifelong Learning), the University of the District of Columbia Foundation, Inc., and direct care worker training grantees, the DC Nurse Education Enhancement Program. This program will train District residents to obtain an occupational credential and employment in nursing care occupations. The goal is to serve approximately 200 District residents through these programs.	Completed to date: 50-74% Grantees have been provided with financial and programmatic TA which has been much appreciated and increased communication and accountability. Grantees are getting up to date with their financial submissions and programmatic reporting. All grantees continue to provide training and are working with participants on earning certification/credentials and employment. The WIC is currently working with all grantees to prepare of the grant close out occurring on September 30, 2023.
Employer Partnership Grants	WIC will continue the employer partnership training grant program that will fund partnerships between employers, educational institutions, and training providers to help residents earn skills and credentials and in high-demand occupations and industries. The goal is to serve 750 DC residents through these programs.	Completed to date: 50-74% The WIC continues to monitor and provide technical assistance to four Employer Partner training providers. All grantees continue to provide training and are working with participants on earning certification/credentials and employment. The WIC is currently working with all grantees to prepare for the grant close-out occurring on September 30, 2023.
Information Technology Enhancement	WIC will work in collaboration with the University of the District of Columbia (including the UDC-Community College and the Division of Workforce Development and Lifelong Learning), the University of the District of Columbia Foundation, Inc., and training grantees to implement the Information Technology Investment Program. The program will fund and expand IT training opportunities for District residents. The WIC will continue to support an Information Technology Occupation Advisory Board. The goal is to serve 600 District residents through these programs.	Completed to date: 50-74% Grantees have been provided with financial and programmatic TA which has been much appreciated and increased communication and accountability. All grantees continue to provide training and are working with participants on earning certification/credentials and employment. The WIC is currently working with all grantees to prepare of the grant close out occurring on September 30, 2023.

Career Coaches
DC

Career Coach DC WIC will award one grant of \$3.4 million to a partner that will help hire and train career coaches that will provide assessment, coaching, and assistance to DC residents seeking connection with education, training, or employment, and advancement in their careers.

Completed to date: 25-49%

Career Coach DC has served nearly 2000 residents since its inception. Coaches continue to serve DC residents both virtually and in person. The CCDC Community of Practice launched in February. It consists of three components: a monthly newsletter, monthly hour-long Career Connections opportunities and 2-day bootcamps offering the core competencies of training that CCDC Career Coaches received. Career Connections sessions have ranged from 70 to 150 participants and our first bootcamp reached maximum capacity. Feedback has been robust and it is clear that such offerings are appreciated and in high demand. As the program sunsets, we are seeking opportunities to continue best practices from the Community of Practice has facilitated.

5 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Business Engagement: Increase business engagement to help align workforce training programs with employer needs											
Number of business leaders actively engaged	Up is Better	403	707	38	8	15	19	80	100	Unmet	We faced a bit of turnover, which made it hard to engage business leaders. In addition we had Resource limitation for market outreach, there was a shift in priorities based on new initiative. Lastly there were unforeseen challenges with solicitation.
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.											
Number of workforce system partners participating in technical assistance activities	Up is Better	1,376	1,730	117	91	349	31	588	250	Met	
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											
Number of workforce providers who participate in sectoral partnerships meetings to enhance communication on demand sector needs	Up is Better	206	957	50	0	133	9	192	25	Met	

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Labor Market Awareness							
Number of business engagement activities	127	190	12	7	25	0	44
Provide technical assistance							
Number of technical assistance activities	394	296	78	24	30	0	132
Workforce Training Providers							
Number of eligible training providers	17	20	21	21	21	0	0

**Q43 – WIOA
Working Group
Year-End Report**



**WIOA Working Group Accomplishments
2023 Year-End Report**

Working Group	Strategy	Outcomes	Goal Met Y/N
System Alignment through AJC Agency Partners	The District’s providers will foster an environment of collaboration by cross- training staff from organizations throughout the system.	<p>In 2023 the system delivered a Workforce Summit in July. Over 150 workforce professionals attended to learn about labor market data, workforce policies, processes, programs, and service delivery models over the course of two days. Agency partners, community-based organizations, Departments of Labor and Transportation representatives delivered presentations.</p> <p>The goal of this annual event is to continue to increase the knowledge and skills of workforce professionals in the District which in turn will lead to improved service delivery for our residents and businesses.</p>	Y
System Alignment	District providers will ensure residents receive appropriate case management, career navigation, and support services to remediate barriers and ensure movement along their career pathway.	<ul style="list-style-type: none"> • Agency partners utilize My Journey DC to refer customers to services they may not offer or to connect residents with support services to assist with barrier remediation. • Referral reports are reviewed and analyzed weekly to identify trends (i.e. what services are most requested? Who is seeking services through demographic analysis). 	Y

Working Group	Strategy	Outcomes	Goal Met Y/N
		<ul style="list-style-type: none"> In 2024 agencies receiving referrals will be required to provide a quarterly report on referral outcomes (enrollment, employment, training) 	
Training and Skills Development	<p>The District will develop business-driven career pathway maps for high-demand occupations and industry sectors within and around the local area to provide jobseekers information on the knowledge, skills, competencies, and credentials required to secure initial employment and progress in their selected careers, as well as provide information on how to access relevant career, education, training, and support services.</p>	<p>The WIC led the development of updated career pathway maps. Career Pathway maps are updated in coordination with the WIOA Unified State Plan and the establishment of the updated list of high growth industries and in-demand occupations. This information is available for jobseekers and workforce professionals on the WIC website (https://dcworks.dc.gov/page/career-pathways)</p> <p>The maps illustrate the progression a resident would follow in their career progression in local high-demand industries. The pathways also provide insight into the educational requirements for in-demand occupations and links to training and education services including the Maryland Virginia and DC areas.</p> <p>In 2024, the WIC plans to offer ½ - day training for front-line professionals on how to use this tool to advise and support their customers to achieve career and employment success.</p>	Y
Training and Skills Development	<p>The District will increase its capacity to provide quality work-based learning opportunities and business-driven training options that respond quickly to demand, including apprenticeships, on-the-job training, and customized training for businesses with significant hiring needs</p>	<p>Through the sectoral partnership grants the WIC administered, the healthcare sector partnership produced the Healthcare Occupations Report that provides an in-depth look at the high-demand occupations for District residents in the sector.</p> <p>The IT sector partnership established an IT Advisory Board that provides the workforce system with insight on how to prepare DC residents with the skills required to meet the needs of IT businesses in the area.</p>	Y

Working Group	Strategy	Outcomes	Goal Met Y/N
		<p>The Employer Partnership grants generated work-based learning opportunities for District residents to receive training directly with employers who are seeking qualified, trained workers. The grants also afforded employers the opportunity to upskill employees who were in entry-level positions.</p> <p>In 2024, the WIC will lead sector-based partnerships to increase training and job growth for our District residents and inform the workforce system of the diverse and changing needs of these sectors.</p>	
Business Engagement	<p>The District will conduct an inventory of how local workforce development entities, educational institutions, social service agencies, community-based organizations, and education and training providers communicate and engage with the business community to identify common policies, processes, and opportunities for increased coordination</p>	<ul style="list-style-type: none"> • Improved coordination of business engagement activities being led by multiple partner agencies. • The WIC engaged agency partners in the Skills DC Initiative ensuring agency business partners were aware of skills-based hiring efforts including education and training for businesses on how to implement a skills-based hiring approach. • Agency partners participated in the Skills DC Conference • Agency employer partners have access to Skills DC instructional videos and resources by going to the WIC website and accessing the link: https://accesspointdc.com/courses/wic-1/ 	<p>Y</p>

Working Group	Strategy	Outcomes	Goal Met Y/N
Data and Performance	The District’s workforce development, education, and social services system providers (including community-based organizations (CBOs)) will develop a process and necessary tools to assess, refer, and serve individuals based on their own goals, readiness, and needs.	<p>My Journey DC a platform for workforce professionals and jobseekers. The tool includes case management capabilities, referral services through the Community Catalog, and a participant portal that provides job-readiness resources. To date:</p> <ul style="list-style-type: none"> • In 2023 over 1,000 residents had active accounts in My Journey DC • Over 50,000 resident records are currently housed in My Journey DC • Over 6,000 referrals were made in My Journey DC in 2023 • Over 60 agencies and community-based organizations provide over 200 services including workshops, occupational training, job readiness services, access to the American Job Centers, and wrap around/supportive services. • There was an average of 3-4 trainings per quarter. Trainings included briefings with CBOs interested in understanding the functionalities offered. • Over 100 workforce professionals have had access to training and instruction on the use of My Journey DC. 	Y
Data and Performance	The DC WIC will lead the development of establishing common customer (i.e. jobseekers and businesses) experience and satisfaction surveys to be delivered across relevant workforce system agencies, with results captured and reported to the Board on a quarterly basis.	<ul style="list-style-type: none"> • This effort is being re-evaluated due to challenges including: <ul style="list-style-type: none"> ○ Cost for a large survey platform ○ Coordination of effort in disseminating, receiving, analyzing results (who leads this effort?) ○ Establishing a process 	Y
Data and Performance	The DCWIC will create standardized annual report cards	This is a 2023/24 priority that will be completed by the end of FY24	N

Working Group	Strategy	Outcomes	Goal Met Y/N
	on service providers across the workforce system to facilitate informed customer choice.		
Youth	The District will provide K- 12 youth with career development activities and paid work-based training opportunities (e.g. apprenticeships, internships, work experience) so they become familiar with a wide range of occupational opportunities and related educational and skill requirements. The District will connect these activities to year-round services and supports.	<ul style="list-style-type: none"> • DOES led an Apprenticeship Week for youth in 2023 from November 14-18th which celebrated the impact of apprenticeships and adult education. • DOES Apprenticeship Signing Day (May), that celebrated youth who completed their internships. • Potomac Job Corps hosted Community and Workforce meetings quarterly to highlight programs and youth accomplishments 	Y
Youth	The District will focus attention and resources on engaging opportunity youth (those 16 to 24 who are neither in-school nor employed).	<ul style="list-style-type: none"> • The committee hosted a hiring event for young workers that took place at the MLK Library on September 9th. Over 300 youth attended. Career Coach DC coaches were on site to assist with resume writing and job readiness support. Local television visited the event highlighting the ongoing commitment needed to help young workers access employment opportunities that provide a family-sustaining wage. • The Youth Working Group participated in a DHS Listening Session hosted by OSSE focused on post-secondary education and graduation readiness for students in high school. 	Y



December 18, 2023

Unique Morris-Hughes, Director
Department of Employment Services
4058 Minnesota Avenue NE
Washington, DC 20019

RE: Approval of Youth Service Provider Solicitation, 2023

Dear Director Morris-Hughes:

This letter acknowledges receipt of the 2023 procurement solicitation for youth services; thank you for your partnership and the opportunity to review and provide feedback on the solicitation and selection of providers, sent to the WIC December 14, 2023.

Following our review, we are supportive of the solicitation and selection of youth services providers, including:

Opportunities Industrialization Center of DC (OIC/DC)	Urban Ed
Constituent Services worldwide Public Benefits Corporation (CSW)	Career Technical Institute (CTI)
To Inspire Strong African Children Fund, Inc. (TIS)	Bay Atlantic University (BAU)
Toni Thomas Associates (TTAI)	Captivate Perspective
Bay Atlantic University (BAU)	Dramatic Solutions (DSI)

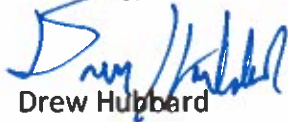
We look forward to continuing to work with you and your team as you oversee the provision of youth services this year and plan for the year ahead. As outlined in the recently released Youth Procurement Policy, DOES shall submit to DC WIC a proposed plan for youth services procurement, including proposed procurement type, priorities, and timeline by December prior to the following program year. The plan will include dates by which DOES will develop draft grant and/or contract solicitations; when those solicitations will be shared with DC WIC; and when DC



WIC will provide feedback to ensure both grant and contract solicitations align with workforce system priorities and implementation of the DC Unified WIOA State Plan.

Should you have any questions or concerns, don't hesitate to reach out. Thank you all that you do to ensure our young people are equipped with the skills and credentials they need to attain and pursue meaningful careers.

Sincerely,



Drew Hubbard
Executive Director

**Q51 –
Performance
Outcome Data**

Q51a

Department of Disability Services – RSA Performance Data

51. For each WIOA title and program, please provide the following information for each quarter of FY23 and for Q1 of FY24:

	FY23				FY24
	Q1	Q2	Q3	Q4	Q1
The Number of participants served	5,407	5,299	5,119	4,988	4,863
The employment rate 2nd quarter after exit	35%	36%	35%	36%	35%
The employment rate 4th quarter after exit;	22%	23%	21%	21%	20%
The median earnings 2nd quarter after exit;	\$6,910.85	\$7,004.74	\$7,345.31	\$7,716.51	\$7,525.70
The credential attainment rate; and	48	49	584	51	656
Measurable skills gain	67	71	89	64	92

Q51b

Adult Education and Family Literacy Act (AEFLA) program (WIOA title II)		Adult Education and Family Literacy Act (AEFLA) program (WIOA title II)	
FY 2023 OSSE AFE WIOA Common Measures (Data to be reported on the WIOA Common Measure Table for the WIC's FY 23 Performance Hearing)	FINAL FY2022-23 OUTCOME DATA 10/4/23 Fourth Quarter (July - September 2023)	FY 2024 OSSE AFE WIOA Common Measures (Data to be reported on the WIOA Common Measure Table for the WIC's FY 24 Performance Hearing in FY 25)	First Quarter (October - December 2023)
Participants Served (N only) NRS Tbl 4, Col. B	1221	Participants Served (N only) NRS Tbl 4, Col. B	693
1040		1040	
Employment rate (2nd quarter after exit) NRS Tbl 5, Col. G	37.22	Employment rate (2nd quarter after exit) NRS Tbl 5, Col. G	18.68%
17%		18%	
Employment rate (4th quarter after exit) NRS Tbl 5, Col. G	35.97	Employment rate (4th quarter after exit) NRS Tbl 5, Col. G	21.74%
15%		16%	
Median earnings (2nd quarter after exit) NRS Tbl 5, Col. G	\$8,580	Median earnings (2nd quarter after exit) NRS Tbl 5, Col. G	\$8,840
\$6,900		\$7,000	
Credential Attainment NRS Tbl 5, Col. G	29.24%	Credential Attainment NRS Tbl 5, Col. G	34.40%
46%		47%	
Measurable Skill Gains NRS Tbl 4, Col. O	54.73%	Measurable Skill Gains NRS Tbl 4, Col. O	35.55%
52%		53%	
Narrative:	Please note that the outcome data on Rows 15-20 will fluctuate throughout the year depending on the number of students being served, their actual performance and progress at any point in time per NRS Tbl 4, and the period of time in which our providers are conducting follow-up activities for students who have exited our programs for NRS Tbl 5 reporting. The data in Columns C, D, E & F fluctuate. Only the data in Column G reflects the official end of the year cumulative performance.	Narrative:	Please note that the outcome data on Rows 15-26 will fluctuate throughout the year depending on the number of students being served, their actual performance and progress at any point in time per NRS Tbl 4, and the period of time in which our providers are conducting follow-up activities for students who have exited our programs for NRS Tbl 5 reporting.

**Q52 – WIOA
Implementation
Policies or
Guidelines**

Q52a



**DISTRICT OF COLUMBIA
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
WORKFORCE IMPLEMENTATION GUIDANCE LETTER (WIGL)**

POLICY & GUIDANCE **INFORMATION & UPDATES**

DATE: <<date>>

NO: DC-WIGL-2017-010-NewWIOAETPLApplicationProcess-R-1

TO: LOCAL WORKFORCE DEVELOPMENT SYSTEM STAKEHOLDERS
AMERICAN JOB CENTERS
ONE-STOP OPERATOR
WIOA YOUTH SERVICE PROVIDERS
WIOA ELIGIBLE TRAINING PROVIDERS
DEPARTMENT OF EMPLOYMENT SERVICES (DOES)
OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION (OSSE)
DEPARTMENT ON DISABILITY SERVICES (DDS)
DEPARTMENT OF HUMAN SERVICES (DHS)
UNIVERSITY OF THE DISTRICT OF COLUMBIA COMMUNITY COLLEGE
(UDC-CC)

FROM: Ahnna Smith 
Executive Director, Workforce Investment Council (DC WIC)

SUBJECT: DISTRICT OF COLUMBIA WIOA ELIGIBLE TRAINING PROVIDER POLICY

PURPOSE:

To establish the requirements and procedures for initial and continued eligibility determinations for training providers, including policies relating to appeals.

REFERENCES:

WIOA Section 122; 20 CFR §680.200-680.230; 20 CFR §680.410 20; CFR §680.420 20; CFR §680.430 20; 20 CFR §680.450; 20 CFR §680.460; 20 CFR §680.480; U.S. Department of Labor Training and Employment Guidance Letter (TEGL) 10-16, Change 2; DC Law 20-263; all policy guidance to be housed at dcworks.dc.gov.

BACKGROUND:

Under the Workforce Innovation and Opportunity Act (WIOA), training is provided to eligible adults and dislocated workers through the Eligible Training Provider List (ETPL), comprised of entities with



demonstrated capability to train individuals to enter quality employment.¹ The DC WIC is responsible for establishing and ensuring that programs meet ETPL eligibility criteria and performance requirements and ensuring the success of the ETPL in collaboration with other partners, such as the Higher Education Licensing Commission (HELIC) and the DC Department of Employment Services (DOES).

This policy outlines the DC WIC policies and procedures for approving and evaluating eligible training providers and programs, including eligibility criteria, performance measures, and data reporting requirements, to ensure the following:

1. WIOA participants have a sufficient number and types of training providers and programs to maximize customer choice;
2. ETPL processes and procedures are streamlined to reduce the burden on training providers and to enhance accountability, maintain the quality and integrity of training services, and promote continuous improvement; and
3. Training providers are enrolling and serving WIOA program participants in a nondiscriminatory way.

ELIGIBLE TRAINING PROVIDERS

In accordance with 20 CFR 680.410, to become an ETP, an applicant must be one of the following:

1. An institution of higher education that provides a program that leads to a post-secondary credential;
2. An entity that carries out programs registered under the National Apprenticeship Act (29 U.S.C. 50 et seq.); or
3. Other public or private providers of a training program, which may include community-based organizations, joint-labor organizations, and eligible providers of adult education and literacy activities under WIOA Title II, if such activities are provided in combination with training services described at 20 CFR 680.350.

ELIGIBLE TRAINING PROGRAMS

According to 20 CFR 680.420, a “program of training services” is defined as one or more courses or classes or a structured regimen that, upon successful completion, leads to an industry-recognized post-secondary credential, secondary school diploma, or its equivalent; employment; or measurable skill gains toward such a credential or employment. Training programs may be delivered as stackable services and may be provided in person, online, or in a blended approach. The list is not all-inclusive; consistent with 20 CFR 680.200, additional training services may be included on the ETPL, such as non-credentialed training, including incumbent worker training, work-based learning opportunities, or single courses that fall within a career pathway, or a course of three days or less, if the course leads to one of the outcomes described above.

INITIAL ELIGIBILITY APPLICATION PROCESS

Training providers applying for initial program eligibility must:

1. Must first apply and receive a Certificate of Approval from the Higher Education and Licenses Commission (HELIC) using the online information and [application form](#).
2. Complete and submit an online [ETPL application](#) to the DC WIC.

Once the application has been received, the DC WIC will confirm the application receipt in writing.

¹ WIOA’s requirements regarding the ETPL pertain to WIOA Title I, Subtitle B funds only. Core programs and partners other than the WIOA Title I programs are not required to use the ETPL.

INITIAL ELIGIBILITY REQUIREMENTS

1. **Requirements.** An applicant seeking to be certified as an ETP in the District of Columbia must provide all of the following:
 - a. Information about the provider and each proposed training program;
 - b. Evidence of program accreditation and/or provider educational license with appropriate state or governing entity;
 - c. Information identifying the industry-recognized post-secondary credential received by program completers;
 - d. A description of the training program's relationship or partnership with industry-related employers;
 - e. Information demonstrating alignment of the training program with the [DC High Demand Sectors and Occupations List](#);
 - f. Information on program cost per participant, including course catalog or brochures demonstrating that all program-related costs are standard rates charged to the public;
 - g. A copy of the provider's WIOA Section 188 equal opportunity, refund, grievance, drug testing (if applicable), equal employment opportunity, and ADA accessibility policies;
 - h. Current proof of commercial liability insurance coverage;
 - i. A description of training facilities and equipment to be utilized for each program, including evidence that such training facilities and equipment are safe, accessible by public transportation, and ADA compliant to provide an environment conducive to student achievement;
 - j. Performance information for the most recent twelve (12) month period for all programs included in the application including the:
 - i. Percentage of all individuals who complete the program;
 - ii. Percentage of all individuals who obtain unsubsidized employment after program exit;
 - iii. Hourly wage rate at the time of employment; and
 - iv. Percentage of program completers who attained a post-secondary credential; and secondary school diploma, or equivalent during program participation or within 1 (one) year after program completion;
 - k. Any additional information requested by the DC WIC.
2. **Determinations.** The DC WIC staff will review the application for completion within thirty (30) calendar days of receipt.
 - a. **Incomplete applications.** If an application is determined to be incomplete, the DC WIC shall notify an applicant and the applicant shall submit a completed application within ten (10) business days of the notice. If an applicant fails to submit all required information or materials within the ten (10)-day period, the DC WIC shall deny the application, and the applicant must wait thirty (30) calendar days before submitting a new application.
 - b. **Completed applications.** Completed applications are submitted to the Education and Workforce Alignment Committee of the Workforce Investment Council for approval or denial. An initial eligibility determination will be decided for each training provider on a program-to-program basis and be based on the following criteria:
 - i. The ability of the provider to offer education and/or training programs, necessary resources, and services to support student success, demonstrated by past program performance data;
 - ii. The degree to which the program relates to in-demand industry sectors and occupations within the District;
 - iii. Whether the program leads to an industry-recognized certificate or credential, including recognized post-secondary credentials; and
 - iv. The degree to which program completion is directly connected to related industry employment.

3. Approval of Initial Eligibility Application. A decision letter will be sent to the provider within five (5) business days of the Education and Workforce Alignment (EWA) committee review. Providers approved by the EWA Committee will be included on the District of Columbia's ETPL. Providers approved by the EWA Committee must apply with the Office of Contract and Procurement to obtain a Human Care Agreement (HCA) to provide ITA for the Department of Employment Services.
4. Denial of Initial Eligibility Application. If the DC WIC denies a provider's initial eligibility application, the DC WIC must, within 30 days of receipt of the application, inform the provider in writing, including the reason(s) for the denial and how to appeal the determination. A training provider and/or its program(s) may be denied inclusion on the ETPL for the following reasons:
 - a. The applicant fails to meet the minimum criteria for initial eligibility as specified in this policy.
 - b. The initial eligibility application is not complete.
 - c. The applicant intentionally supplied inaccurate information. Penalties are described in WIOA Sec. 122(f)(1)(A) and subparagraph (C).
5. Period of Eligibility. New providers will be continually added to the eligible training list as they become eligible. Initial eligibility remains in effect for one (1) year from the initial eligibility determination date.

CONTINUED ELIGIBILITY APPLICATION PROCESS

1. The DC WIC will send the continued eligibility application to all ETPs with the annual report notification and template sixty (60) days prior to the expiration of provider's eligibility.
2. ETPs must submit the continued eligibility application for each of their programs on the ETPL no later than thirty (30) days prior to the expiration of provider's eligibility.
3. Once the application has been received, the DC WIC will confirm the application receipt in writing.

CONTINUED ELIGIBILITY REQUIREMENTS

1. Requirements. ETPs seeking continued eligibility must provide the following to the DC WIC on an annual basis, thirty (30) days prior to the expiration of provider's eligibility:
 - a. Information on any additions or modifications to programs and services offered including course summary, breakdown of costs, credentials to be attained, and class schedule;
 - b. Currently published course catalog with student cost information;
 - c. Student roster information for all program participants for each approved program (this information can be provided to the DC WIC on a quarterly basis);
 - d. A current academic calendar;
 - e. Current copies of the provider's WIOA Section 188 equal opportunity, refund, grievance, drug testing (if applicable), equal employment opportunity, and ADA accessibility policies, if changes have occurred since the initial eligibility period;
 - f. Current proof of commercial liability insurance coverage;
 - g. Most recent program accreditation and/or provider educational license;
 - h. Updated information pertaining to the alignment of the training program with the [DC High Demand Sectors and Occupations List](#);
 - i. Performance Data Report for each approved training program that includes data on all program participants both WIOA Title 1-B programs and Non-WIOA enrolled that includes the Social Security Number for each participant. The report must include the following information (on a quarterly basis as described below):
 - i. Total students served;
 - ii. Total students exited;
 - iii. The percentage of students that completed;

- iv. The percentage of students obtaining a credential within 6 months of completion;
 - v. The percentage of students in unsubsidized employment second quarter after exit;
 - vi. The percentage of students in unsubsidized employment fourth quarter after exit;
and
 - vii. Median hourly wage at placement.
 - j. Any additional information required by the DC WIC.
2. Determinations. The DC WIC staff will review all applications and make a determination on continued eligibility within thirty (30) calendar days of receiving all required information. The DC WIC will notify an applicant if an application is determined to be incomplete and will keep such application open until the expiration of the provider's ETPL eligibility. If a provider fails to submit all required information or materials before the expiration of provider's eligibility, the DC WIC will deny subsequent eligibility, and the provider must reapply under the terms of initial eligibility. A continued eligibility determination will be decided for each training provider on a program-to-program basis and be based on the following criteria:
 - a. The ability of the program to offer education and/or training programs, necessary resources, and services to support student success;
 - b. The degree to which the program relates to in-demand industry sectors and occupations within the District;
 - c. Whether the program leads to an industry-recognized certificate or credential, including recognized post-secondary credentials;
 - d. The degree to which program completion is directly connected to related industry employment; and
 - e. The ability to meet minimum performance measures described in Attachment A.
 3. Approval of Continued Eligibility Application. After the review, a continuation determination letter will be sent to the provider within five business days of the determination.
 4. Denial of Continued Eligibility Application. A training provider and/or its program(s) may be denied inclusion on the ETPL for the following reasons:
 - a. The applicant fails to meet the minimum criteria for initial eligibility as specified in this policy;
 - b. The initial eligibility application is not complete; or
 - c. The applicant intentionally supplied inaccurate information. Penalties are described in WIOA Sec. 122(f)(1)(A) and subparagraph (C).
 5. Period of Eligibility. Continued eligibility remains in effect for one (1) year from the initial eligibility determination date.

ELIGIBILITY EXEMPTIONS

All adult and dislocated worker training must be provided through the ETPL with the exception of:

1. Registered Apprenticeship Programs. Under WIOA section 122(a)(3), registered apprenticeship programs with the District's Office of Apprenticeship Information and Training (OAIT) are not subject to the Eligible Training Provider List requirements and, therefore, not required to submit performance data or undergo review for the initial or continuing eligibility determination. The Department of Employment Services Office of Apprenticeship Information and Training (OAIT) notifies registered apprenticeship programs of their eligibility to be on the District's ETPL. Registered Apprenticeship programs will be included and remain on the list as long as the program is registered with OAIT or until the program sponsor notifies OAIT that it no longer wants to be included on District's ETPL.
2. On-the-Job Training, Customized Training, Incumbent Worker Training, and Other Training Exceptions. Pursuant to WIOA section 122(h), providers of on-the-job training, customized training, incumbent worker training, internships, paid or unpaid work experience opportunities, or transitional employment, as those terms are defined by WIOA, are not subject

to the Eligible Training Provider List requirements and therefore not required to undergo review for the initial or continuing eligibility determination, but are required to provide performance information established by the Mayor.

3. In-Demand Industry Sectors and Occupations. A training program that does not directly align with the [DC High Demand Sectors and Occupations List](#) will be eligible for consideration if:
 - a. There is written verification from an employer that an employment offer is contingent upon completion of the said training program; or
 - b. If the training provider submits a letter of support from at least two relevant employers certifying that the proposed training is well aligned with their projected hiring needs in the occupation(s) specified within the next year; or
 - c. If the provider submits [Onet online](#) labor market data demonstrating that at least fifty (50) job openings within the target occupation(s) are projected within the DC Metro area, including Maryland and Virginia, during the current or subsequent year and that the occupation(s) specified have a median wage that is equal or greater than the District's current Living Wage, as determined by the Department of Employment Services pursuant to the [Living Wage Act of 2006](#).
4. Additional Exemptions. Pursuant to WIOA Section 134(c)(3)(G)(ii), training providers will not be subject to eligibility criteria if the DC WIC determines that:
 - a. There are an insufficient number of providers;
 - b. There is a training program with demonstrated effectiveness offered by a provider that serves individuals with barriers to employment, as defined in WIOA Section 3(24);
 - c. An institution of higher education, or another training provider, can facilitate the training of multiple individuals in a high-demand sector or occupation, and this training does not limit customer choice; or
 - d. The provider is contracted for services through a pay-for-performance contract instead of an ITA.
5. Reciprocity. An individual may choose a training provider or program physically located outside of the District, provided that the training program is on the District's ETPL. Training Providers physically located outside of the District of Columbia may be added to the District's ETPL and provide services to District residents if:
 - a. The eligibility requirements from the other jurisdiction align with the District's requirements;
 - b. The provider can present a letter from the local workforce board stating that the provider is active and in good standing on its ETPL;
 - c. The provider has provided evidence of licensure through another jurisdiction's higher education licensing organization to and received a waiver from HELC; and
 - d. The provider has been awarded a Human Care Agreement by the Office of Contracting and Procurement, on behalf of DOES.

PROGRAM MODIFICATIONS

1. Current Programs. An ETP seeking to make modifications to an approved program shall submit a written request to the DC WIC describing the proposed modifications and the purpose for such modifications. Upon receipt of the request, the DC WIC shall approve or deny such modifications within ten (10) business days.
2. Additional Programs. An ETP seeking to add new programs to an approved application for initial or continued eligibility shall submit a written request to the DC WIC that includes all information listed in this policy under Initial Eligibility for each additional program. Upon

receipt of the request, the DC WIC shall approve or deny additional programs within thirty (30) days.

NONDISCRIMINATION AND EQUAL OPPORTUNITY

All ETPs are subject to the equal opportunity and nondiscrimination requirements set forth in WIOA Section 188 and 29 CFR Part 38 to ensure that all individuals have equal opportunity and access to services and facilities without regard to race, religion, color, sex, age, national origin or ancestry, marital status, parental status, sexual orientation, disability, or veteran status.

PERFORMANCE REQUIREMENTS

ETP required performance measures are described in Attachment A.

QUARTERLY PERFORMANCE REPORTING

The DC WIC requires ETPL programs (except exempt programs) to report on performance on a quarterly basis. The DC WIC will provide instructions for submitting the performance data report and a reporting template ten (10) business days prior to the end of every quarter. Performance data reports are due to the DC WIC quarterly no later than July 10, November 10, January 10, and April 10. The DC WIC will use the data to develop and submit the District's annual ETPL report required by US DOL.

FAILURE TO MEET PERFORMANCE REQUIREMENTS

If an ETP fails to meet required annual performance levels for one or more of the WIOA's performance indicators but has either a) met or exceeded performance levels for two or more of the performance indicators, they shall be placed on probationary status. The DC WIC may approve an application for subsequent eligibility for an ETP on probationary status for one (1) year if the eligible training provider enters into a performance improvement plan that describes how the provider will meet or exceed performance levels for the subsequent year.

If an eligible training provider on probationary status fails to meet or exceed annual performance levels for each of the five performance indicators during the subsequent year, they will be removed from the District's ETPL and will be ineligible to apply for the ETPL for a period of one (1) year.

REMOVAL OF PROVIDER OR PROGRAM FROM THE ETPL

A training provider and/or its program(s) may be removed from the ETPL by written notice.

1. Removal by the DC WIC. Prior to removal, the DC WIC must inform the provider in writing, with at least ten business days of notice, that it will be removed from the ETPL and must share information with the provider on how to appeal the decision. A provider who is terminated must be terminated for a minimum of one year. if:
 - a. The training provider fails to meet the minimum criteria for continued eligibility as specified in this policy;
 - b. The training provider fails to submit the performance data report required for continued eligibility;
 - c. It is determined that the training provider intentionally supplied inaccurate information;
 - d. It is determined that the training provider substantially violated any requirement under WIOA. Penalties, as described in WIOA Sec. 122(f)(1)(B) and (C), include but are not limited to, removal from ETPL for a two (2) year period, possible repayment of funds issued to the provider, and civil and or criminal liability.
 - e. The training provider or program loses its educational license or accreditation;
 - f. The training provider or program fails to meet the minimum levels of performance described in Attachment A.
 - g. The training provider fails to notify the DC WIC of any program changes including, but not

- limited to, costs or location of training; or
 - h. It is determined the training provider is not eligible to do business with the District of Columbia.
 - i. The DC WIC may remove a program at its discretion.
2. Removal by an ETP. An ETP may submit a written request to the DC WIC to remove its program from the ETPL.

APPEALS

An applicant may appeal a decision within thirty (30) days of the decision. The appeal must be in writing and include a statement of the desire to appeal, the program(s) in question, the reason(s) for the appeal (i.e. grounds), and the signature of the appropriate ETP official. Appeals may be sent to: dcworks@dc.gov. The EWA Committee will review the appeal and notify applicant of its final decision within thirty (30) days. In the event that the applicant is not satisfied with the EWA Committee final decision, the applicant may request a review by the DC WIC Executive Committee, in which case the DC WIC staff shall schedule a hearing to be held at the next quarterly meeting of the Executive Committee. Both the applicant and the EWA Committee shall have the opportunity to request documents relevant to the issues(s), to present oral and written arguments, and to call and question witnesses.

DISTRIBUTION OF ETPL INFORMATION

The ability of WIOA customers to make informed decisions about training programs depends on their ability to access accurate and comprehensive information. 20 CFR 680.340 requires the DC WIC, through the one-stop center, to make the ETPL information, available to the public in a way that is easily understood. At a minimum, such information must include a description of the training programs, program performance, and cost information to assist participants in choosing training programs and services. Unless a program has exhausted training funds for the program year, the one-stop center must refer an individual to their selected provider and establish an Individual Training Account to pay for training.²

The DC WIC will develop and maintain ETPL information, including a current list of eligible training providers, and make it available on the [DC WIC Website](#). In accordance with WIOA Section 188, the related Final Rules and 29 CFR Part 38, the ETPL information must be distributed in formats that are accessible to individuals with disabilities.

USDOL distributes ETPL information through the website TrainingProviderResults.gov, which is searchable by career group and location. Their website includes program performance data, from the annual reports.

ACTION REQUESTED:

Effective after submission to the DC Council and a ten (10)-day period of review, excluding days of Council recess, per DC Law 20-263. If the Council does not approve or disapprove this policy within the ten (10)-day period of review, it shall be deemed approved. Please distribute this WIGL to appropriate administrators, provider staff, subgrantees, and other individuals with program responsibility and oversight.

² An ETP is the only type of entity that receives funding for training services through an ITA. This means that if an entity is not on the District's ETPL, the entity cannot receive ITA funds for training services. Per DC Law 20-263, effective January 1, 2016, no ETP shall be eligible to receive funding for more than five (5) ITAs in a calendar year unless at least 50% of the students participating in the entity's training programs are funded by sources other than ITAs. The DC WIC ITA policies may be found [here](#) and [here](#).

ATTACHMENTS:

Attachment A: [ETPL Performance Requirements](#)

Attachment B: [ETPL Application](#)

INQUIRIES:

Inquiries regarding this guidance should be directed to dcworks@dc.gov.

EXPIRATION:

DC-WIGL-2017-010-NewWIOAETPLApplicationProcess (Dated April 20, 2017)

Q52b




**DISTRICT OF COLUMBIA
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
WORKFORCE IMPLEMENTATION GUIDANCE LETTER (WIGL)**

POLICY & GUIDANCE **INFORMATION & UPDATES**

DATE: May 2, 2022

NO: DC-WIGL-2022-001-WIOAYouthProgramDesignandServiceProvision

TO: LOCAL WORKFORCE DEVELOPMENT SYSTEM STAKEHOLDERS
AMERICAN JOB CENTERS
WIOA YOUTH SERVICE PROVIDERS
WIOA ELIGIBLE TRAINING PROVIDERS
DEPARTMENT OF EMPLOYMENT SERVICES (DOES)
OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION (OSSE)
DEPARTMENT ON DISABILITY SERVICES (DDS)
DEPARTMENT OF HUMAN SERVICES (DHS)
UNIVERSITY OF THE DISTRICT OF COLUMBIA COMMUNITY COLLEGE
(UDC-CC)

FROM: Ahnna Smith 
Executive Director, Workforce Investment Council (DC WIC)

SUBJECT: WIOA TITLE I YOUTH PROGRAM DESIGN AND SERVICE PROVISION

PURPOSE:

To provide guidance on the WIOA requirements for the provision of youth services and the selection of youth service providers, and describe the roles and responsibilities of the DC WIC, the Department of Employment Services, and the Office of Contracting and Procurement in carrying out this policy.

REFERENCES:

WIOA Section 107(10)(B)(i); WIOA Section 107(12)(B)(i); WIOA Section 123; WIOA Section 129(c); 20 CFR §679.430; 20 CFR §681.400; 20 CFR §681.420; 20 CFR §681.460; 20 CFR §681.470; Training and Employment Guidance Letter (TEGL) No. 21-16; DC Law 18-371. Procurement Practices Reform Act of 2010; DC WIOA Unified State Plan; District of Columbia Workforce Investment Council Policy Manual; DC-WIGL-2017-002-WIOAYouthProgramEligibility; All policy guidance to be housed at <http://dcworks.dc.gov>.



BACKGROUND:

Under section 129 of the Workforce Innovation and Opportunity Act (WIOA), the District is required to provide services for eligible youth. The WIOA Youth program prepares vulnerable youth and other job seekers for successful employment, providing services that increase the youth's knowledge of and ability to enter in-demand career pathways. Combinations of services, aligned to meet the interests and abilities of each participant are provided directly to participants or through facilitated connections between participants and other providers through the One-Stop system. Connections may be facilitated through direct referrals or procurement of services when referrals are not available.

In the District of Columbia, the DC Workforce Investment Council (DC WIC) performs all duties and tasks assigned to the State Workforce Development Board and to the Local Workforce Development Board under WIOA. The Department of Employment Services (DOES) is the designated WIOA Title I grant recipient and fiscal agent for the District of Columbia.

On March 2, 2017, DOL published Training and Employment Guidance Letter (TEGL) No. 21-16 which provided guidance on WIOA youth program implementation. This WIGL addresses key provisions in the WIOA law, regulations, and TEGL 21-16, and provides guidance to assist the local area in serving District youth.

YOUTH PROGRAM DESIGN

WIOA outlines the key components of youth program design, and requires local youth programs to provide youth services within this framework:

Objective Assessment (OA). An objective assessment of each youth participant includes a review of the academic and occupational skill levels, as well as the service needs and strengths of each youth for the purpose of identifying appropriate services and career pathways for participants and informing the individual service strategy. Every objective assessment must include an evaluation of these elements:

- **Basic Skills** – standardized testing may be used to evaluate and numeracy skill level, such as the TABE or CASAS, to make this determination for Out-of-School Youth (OSY). For In-School Youth (ISY), the educational institution is to provide an assessment of basic skills including digital literacy. Digital literacy skills may also be assessed.
- **Occupational Skills** – industry- or occupation-specific skills the youth currently has, and/or skill gaps for the youth's desired career.
- **Prior Work Experience** – job experience the youth has gained through gained by previous employment, either paid or unpaid.
- **Employability** – skills that are required to secure and maintain employment, including job readiness skills.
- **Interests** – personal and work-related interests that can help identify potential training and occupational goals. Interest inventories can be utilized to discover interests.
- **Aptitudes** (including interests and aptitudes for nontraditional jobs) – talent and abilities utilized to identify potential training and occupational goals. Career and Aptitude Assessments can be used.
- **Supportive Service Needs** – potential barriers to full and active participation in youth activities, education, and employment.
- **Developmental Needs** – skills needed to develop employment and career potential.

Each element of the objective assessment must be addressed to develop a comprehensive understanding of the youth's individual circumstances and to ensure the program meets the youth's needs. DOES or

another identified service provider must perform an objective assessment on each participant using interviews, questionnaires, standardized tests, recent school records, and other approved assessment tools. When appropriate, the DC WIC encourages DOES and any other youth providers to utilize standardized assessments to strengthen the quality of the youth's objective assessment.

Individual Service Strategy (ISS). An ISS is the plan that identifies short and long-term goals, career pathways that include education and employment goals, and the associated services, timeframes, and outcomes necessary to achieve the goals. Staff should use the results of the objective assessment to develop an ISS for the youth participant that is directly linked to one or more indicators of performance described in WIOA Section 116(b)(2)(A)(ii). The ISS must be completed and signed by the participant and the participant's case manager.¹ For participants under the age of 18, the participant, parent and case manager signatures are required. Those participants receiving education or training leading to a recognized post-secondary credential or employment must identify the skills gains to be measured. Skills gains may be documented by one or more of the following:

- Achievement of at least one educational functioning level for a participant who is receiving instruction below the postsecondary education level;
- Attainment of high school diploma or recognized equivalent secondary or postsecondary transcript or report card for a sufficient number of credit hours that shows a participant is meeting the District's academic standards;
- Satisfactory or better progress report, towards established milestones as documented in the training plan (such as completion of OJT or completion of one year of an apprenticeship program or similar milestones) from an employer or training provider who is providing training; and/or
- Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.

A new objective assessment and/or individual service strategy is not required if the case manager or program provider determines it is appropriate to use a recent objective assessment or individual service strategy developed under another education or training program, if such previous assessments have been conducted within the last six months.

Case Management. Case Management is the infrastructure for delivering effective services that will facilitate the growth and development of a participant and the achievement of their performance goals. The process extends from recruitment through follow-up. The case manager motivates participants and coordinates services and information to prepare youth for post-secondary education opportunities, academic and occupational training or employment and training opportunities as appropriate.

Follow-up Services. Participants will "exit" the program when they have completed the services outlined in the ISS and achieved their goals. Any youth who has not received services for 90 days and is not scheduled for future services, except follow-up services, must exit the program. The exit date is based on the end date of the last service, and follow-up services are provided for a minimum of 12-months following the exit date. Follow-up services include, and are not limited to, monthly contact with the youth to provide assistance with work or training related challenges that may arise; participation in peer support groups; adult mentoring; counseling; assistance in securing a better paying job; additional career development support; and/or other supportive services. DOES and other selected service providers are encouraged to consider the needs and barriers of the program's target population(s) in

¹ WIOA replaced the term "case manager" with "career planner" in a few places and some local areas seem to have adopted the term widely.

determining the appropriate levels and types of follow-up services.

YOUTH PROGRAM ELEMENTS

WIOA specifies 14 youth elements that local youth programs must make available to youth participants:

- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies
- Alternative secondary school offerings or dropout recovery services
- Paid and unpaid work experiences with an academic and occupational education component
- Occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations
- Leadership development activities (e.g., community service, peer-centered activities)
- Supportive services⁴
- Adult mentoring
- Follow-up services for at least 12 months after program completion
- Comprehensive guidance and counseling, including drug and alcohol abuse counseling
- Integrated education and training for a specific occupation or cluster
- Financial literacy education
- Entrepreneurial skills training
- Services that provide labor market information about in-demand industry sectors and occupations
- Postsecondary preparation and transition activities

DOES is not required to provide every program service to each participant; the specific program services a youth participant receives are based on each participant's objective assessment and individual service strategy. USDOL encourages local programs to partner with existing local, State, or national entities that can provide program elements at no cost to the local youth program.²

YOUTH SERVICE PROVIDER SELECTION

The District's WIOA State Plan must describe the youth program in the local area and how the required 14 program elements will be made available within that framework, including a description of the relationships developed and documented with partner organizations, through memorandum of understanding(s), grants, or contracts, to provide services, as well as relationships that need to be established in order to provide the required youth services. 20 CFR § 681.400 provides Local WDBs with flexibility to determine how to provide youth services most efficiently, and DOL expects Local WDBs to use youth service providers that are best positioned to provide program elements resulting in strong outcomes for participants.

Consistent with 20 CFR § 681.400, DOES, as the grant recipient or designated fiscal agent, may "provide directly some or all of the youth workforce investment activities." This approach allows DOES to directly provide the WIOA youth program services that it can most efficiently and cost-effectively provide, such as labor market and employment information and framework services including intake, assessment, supportive services, and follow-up services.

² While all 14 youth elements must be made available, they do not all have to be funded through WIOA youth funds; partner resources may be leveraged to provide program elements that are available in the local area through other funding streams.

For those program elements not provided directly, the DC WIC must ensure appropriate links to providers of services that will foster the participation of eligible local area youth³ and meet the WIOA referral requirements in WIOA Section 129(c)(3)(A) for all youth participants including:

- Providing participants with information about the full array of applicable or appropriate services available through One Stop partners or eligible providers.
- Referring participants to appropriate training and educational programs which have the capacity to serve them either on a sequential or concurrent basis.
- When a youth applies for enrollment in a program of workforce investment activities and either does not meet the enrollment requirements for that program or cannot be served by that program, the provider of that program must ensure the youth is referred for further assessment, if necessary, or referred to appropriate programs to meet the skills and training needs of the youth.

When grants or contracts are awarded to youth service providers to carry out youth workforce investment activities, the DC WIC has delegated the competitive solicitation process of youth service providers to DOES. DOES with oversight from the DC WIC, shall identify youth service providers using a competitive process based on criteria established in the WIOA State Plan; take into consideration the ability of the provider to meet performance accountability measures based on the primary indicators of performance for youth programs; conduct oversight with respect to such providers; and may terminate for cause the eligibility of such providers.⁴ However, if the DC WIC determines there are an insufficient number of eligible youth providers in the local area, it may award grants or contracts on a sole source basis subject to prior approval from the DC WIC. (see Section 107(d)(10), Section 123(b), and 20 CFR § 679.370(l)(1)).

PROCUREMENT PROCESS

DC WIC has delegated the responsibility for facilitating the processes of awarding grants or contracts on a competitive basis to DOES.

Procurement Plan. DOES shall submit to DC WIC a proposed plan for youth services procurement, including proposed procurement type, priorities, and timeline by December prior to the following program year. DC WIC will review and provide any feedback on the plan in a timely manner, and within no more than 21 days.

Solicitations. DC WIC and DOES staff shall cooperate in developing Requests for Proposals (RFPs) or Requests for Applications (RFAs), as the case may be, consistent with District procurement and grantmaking laws and regulations, depending on the funding vehicle. DOES will draft and share grant and/or contract solicitations with the DC WIC for review and feedback. DC WIC will review and provide feedback to ensure solicitations align with workforce system priorities

³ Such as local area justice and law enforcement officials; local public housing authorities; local education agencies; local human service agencies; WIOA title II adult education providers; local disability-serving agencies and providers and health and mental health providers; Job Corps representatives; and representatives of other area youth initiatives, such as YouthBuild, and including those that serve homeless youth and other public and private youth initiatives.

⁴ According to the District's Citywide Grants Manual and Sourcebook, grants are generally appropriate where "the principal purpose of the relationship is the transfer of money, property, services, or anything of value to the subgrantee to accomplish a public purpose of support and stimulation authorized by statute, rather than an acquisition of goods or services for the direct benefit of the District government." Because the benefits of the WIOA Youth program are intended to flow to youth participants rather than to the District government, the DC WIC believes the use of a grants process is appropriate.

and implementation of the District's WIOA State Plan. DOES will consider DC WIC's feedback and provide written notification of how recommendations were subsequently incorporated prior to posting the solicitation.

Any solicitation for youth services shall include the following components:

- A description of providers of youth services that are eligible applicants under the solicitation;
- A description of the youth participants eligible to be served under the solicitation;
- A requirement that the applicant provides a program, service or activity required by the District's program design (as described above);
- A requirement that if an eligible youth does not meet the eligibility requirements of the particular program or cannot be served, the provider shall refer such youth to DOES for further assessment, as necessary, and to other appropriate programs to meet the basic skills and training needs of the applicant;
- A description of performance and reporting requirements under the solicitation that aligns with WIOA youth performance requirements;
- A description of award amounts available and payment structures under the solicitation, including the condition under which an award may be renewed;
- A description of the application process to be used by providers seeking funds under the solicitation;
- A description of the review process to be used to select providers under the solicitation;
- A description of any materials or information that a provider must submit in order to demonstrate compliance with federal or District law; and
- Any other information or materials that the DC WIC determines is necessary to carry out its responsibilities in accordance with this policy.

Contracts. DOES will manage the contracting process with applicable direction and assistance from the District of Columbia Office of Contracting and Procurement (OCP). In addition to applicable D.C. procurement regulations and procedures,⁵ DOES and OCP must procure the youth service providers in accordance with the Procurement Standards found at Uniform Guidance at 2 CFR parts 200 and 2900. The Uniform Guidance at 2 CFR 200.317 requires States to adhere to the same procurement procedures it uses for non-Federal funds for procurements using Federal funds when it is responsible for conducting the procurement. Contracts with the selected providers will be reviewed on an annual basis, following local contracting regulations, and renewed when appropriate based on available funding and successful program performance.

Grants. Depending on the source of the grant funding, the terms of the DOL primary grant, if applicable, and in conformity with applicable Federal and District laws and regulations, DOES may issue grants to youth services providers. Subject to those legal requirements, when appropriate DOES will also utilize the policies and procedures for implementing best practices in grants management as detailed in the Citywide Grants Manual and Sourcebook.⁶ DC WIC Board members may serve on grant review panels, barring a conflict of interest.

PROVIDER AGREEMENTS

If a program element is not funded with WIOA title I youth funds, DOES must have an agreement in

⁵ DC Law 18-371. Procurement Practices Reform Act of 2010.

⁶ The Office of Internal Services manages the development and implementation of the [Citywide Grants Manual and Sourcebook](#).

place with the partner organization to ensure that the program element will be offered and is closely connected and coordinated with the WIOA youth program. OCP shall be responsible for negotiating contracts and DOES shall be responsible for developing grant agreements with each awarded contractor or grantee, consistent with the terms of the solicitation. Memorandum of understanding, contracts and grants shall be duly executed by the required parties pursuant to District law and regulation.

PAYMENTS

The Department of Employment Services (DOES), acting as the WIOA Grant Recipient/Fiscal Agent for the District, is responsible for carrying out enrollment, monitoring and performance reporting activities as prescribed by the DC WIC, and is responsible for issuing WIOA Youth grant funds to youth service providers selected by the DC WIC.

Incentive Payments. WIOA provides for incentive payments to enrolled youth for recognition and achievement directly tied to education, training activities, and work experiences. Such incentives for achievement could include improvements marked by acquisition of a credential or other successful outcomes; as opposed to activities such as recruitment, submitting eligibility documentation, and participation in the program. DOES must have written policies and procedures in place governing the award of incentives and must ensure that such incentive payments are tied to the goals of the specific program; are outlined in writing before the commencement of the program that may provide incentive payments; align with the local program’s organizational policies; and follow all applicable rules and guidance. The activity must be posted in the case management system, and case notes must accompany the youth activity and incentive payment. If utilized by a local youth provider, incentive payments are to be provided in the manner described in DOES’s policy.

ACTION REQUESTED:

Effective immediately. Please distribute this WIGL to appropriate administrators, youth provider staff, subgrantees, and other individuals with youth program responsibility and oversight.

ATTACHMENTS:

None.

INQUIRIES:

Inquiries regarding this guidance should be directed to the DC WIC Executive Director.

EXPIRATION:

Continuing.

**Q54 – One Stop
Operator Annual
Report – 2023**



OSO WORK PLAN AND DELIVERABLES FOR 2022 - 2023 CONTRACT

ORGANIZATION CONTACT LIST

Chief Financial Officer	Mark Mackler	mmackler@americaworks.com
VP and Regional Director	Marsha Netus	mnetus@americaworks.com
AWDC IT Director	Sid Krishnadat	skrishnadat@americaworks.com
OSO Director	Vacant	
OSO Quality Assurance Analyst	Ahmad Thomas	ahmad.thomas@dc.gov athomas@americaworks.com 202-730-2686 ext. 217

DECEMBER 2022 1ST QTR. END

Goal: Newsletter & Guest Editor

Activities:

- Create Goal/Work Document for the Year
- Discussion of the newsletter being released in October, then November.
- First Distribution Newsletter distributed in December 2022.
- Review of Constant Contact and cost associated with it.
- Encourage AJC Partners and Community Based Organizers to help design the monthly Newsletter thematically and content-wise in order to encourage collaboration with the OSO. Guest Editors should submit a theme, solicit stories or photos and work with the OSO to produce the content'
- Presented and Introduced in the December 9, 2022 Friday AJC Partner meeting

Goal: Introduction to AJC Partners

Activities:

- Reviewed AJC Meetings with Deborah
- Provided a weekly meeting with AJC Partners to cover customer engagement issues, labor market trends and industry issues.
- Created an agenda that included review of Customer Engagement, Bookings, Referrals and other AJC Partner issues and concerns. 10/21/2022;



	<ul style="list-style-type: none"> • Included Customer Engagement as an agenda item to discuss 10/28/2022 10/28/2022; Permanent Agenda Item for Discussion • November 4th, 9AM; AJC Partner Meeting: DDS and DOES to present services provided to Veterans for National Veterans and Military Families month. • Reminded AJC Partners about their Work Plan telling customers about their services. Friday Meetings, December 9 and 16
Goal: Data Vault	
Activities:	<ul style="list-style-type: none"> • Monitor Referrals and observe trends Augmenting services for residents, for example, transit services that partners provide customers, clients, residents and add to Data Vault making sure it is linked to all of the partner's location within Data Vault • Consistent review of referral reports and notifications sent to AJC partners when backlog acknowledged. • Ahmad works in close communication with the agencies to ensure consistency of activity.
Goal: Bookings	
Activities:	<ul style="list-style-type: none"> • Tracking weekly bookings appointments for partner services in the AJC and then creating a quarterly report on Customer Flow. • Monitored the activity in the AJC. We were alerted to Booking appointment not being kept, the OSO sent an email reminder appointment must be honored. • OSO also verified no technical issues. • OSO will continue to monitor weekly.
Goal: Quarterly Performance Reports	
Activities:	<ul style="list-style-type: none"> • Collect the final quarterly numbers from the AJC Partners. Analyzed trends, changes, increases and decreases in performance metrics. Presentation to include charts, tables, graphs, references, appendices and the like. Submit to America Works for review. Following America Works' review, make changes if necessary and submit to the WIC. Discuss analyzed report with WIC Leadership. Discuss analyzed report with AJC Partners on a Quarterly basis. • Halting on collection of data until the MOUs are resolved. • Will follow up with WIC on next steps.
Goal: Biweekly Partner Meeting	



Activities:	<ul style="list-style-type: none"> • These meetings are designed to be listening sessions and support sessions. MOU compliance elements will be discussed and any issues and concerns in that regard from the AJC. Meetings will be also to discuss partnership needs, customer flow, marketing needs as well as agency-specific challenges. OSO will also write-up follow-up notes and a report summary. • Will review setting up meetings in January.
Goal: Community Outreach and Marketing	
Activities:	<ul style="list-style-type: none"> • Leveraging community outreach events to increase awareness of AJC services. AJC Partners are developing a Work Plan to make sure they are participating in community events to let the community know about their services. • 10/20/2022; Email Mrs. Netus at America Works regarding Outreach and Marketing approaches as well as budget discussion. • Newsletter will take the lead on community outreach. • Continue to work on Workforce Summit Outreach and Marketing for May or June Summit event. • Discussion with the WIC about an actual marketing and outreach plan in December. Send email reminders to AJC Partners about the Work Plan telling customers about their services.
Goal: AJC and MOU Monitoring	
Activities:	<ul style="list-style-type: none"> • Conversations with the WIC about returning to the AJC for direct monitoring • MOU are still being negotiated with partners. • The WIC sent out the email to begin setting up on-site visits to begin in January 2023. • Ms. Sheree Finley is working with OSO Analyst Ahmad Thomas on site visit details.
Goal: CBO Engagement	
Activities:	<ul style="list-style-type: none"> • OSO will connect with CBOs in the District to assess challenges, identify opportunities, facilitate connection and collaborations among other CBOs and offer support. • Added CBO Engagement to Workplan as its own item • Schedule Calls with CBOs in Weeks 1 and 2 of December 2022.
Goal: Webinars and Seminars	



Activities:	<ul style="list-style-type: none"> • Webinars, Seminars, and the Like by OSO Team • October 26, 2022; LightCast/EMSI Training on labor market trends, occupational trends in the district. Held and conducted by Lightcast (formerly EMSI; Jason and Connie) at MLK, Jr. Library from 11Am to 330PM. Attended by Dr. Lisa Saye, Summary of content sent to Mrs. Netus at America Works. • November1: Whiteboard Advisors Virtual Panel: Has the Future of Work Arrived? Dr. Saye Attended and Submitted Summary to Suzanne Towns, Deborah Russell, Ahmad Thomas and Marsha Netus • Dr. Saye will attend Community of Practice series by WIC.
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Goal: Staff Development	
	<ul style="list-style-type: none"> • These trainings are designed for management and front-line staff levels. There are designed to assist the AJC Partner staff to better serve customers and as valuable training for skill development. This is the OSO's effort to assist in increasing the knowledge across the AJC Partner system for front-line and management levels. • Staff Development Ideas began in late September with a meeting with Mrs. Netus than with a follow-up meeting with Ms. Deborah Russell on October 17, 2022 from 2-5PM on Teams. Following this meeting, the OSO received National Awareness Month titles to use as guides for AJC Partner Training and Staff Training. • OSO Director, Dr. Saye, began to design a Working Draft for Staff Training topics using National Awareness Months, discussions with Mrs. Netus and Ms. Russell and other relevant staff development topics.

JANUARY 2023 2ND QTR	
Goal: Newsletter & Guest Editor	
Activities:	<ul style="list-style-type: none"> • Continuing to modify goal/work document monthly. This will be reviewed with the VP and WIC at the beginning of each month. • Create a Virtual tool for AJC Partners, WIC and Community Organizers to alert, inform and highlight events, activities and information regarding work-related content to employ and empower DC residents • Second Distribution Newsletter scheduled for distribution on the 15th. • Constant Contact will be supplied by the WIC. OSO will have access.



	<ul style="list-style-type: none"> • Will send out reminder to the AJCs content is due by the 1st of each month. • The newsletter will be sent out on the January 20th due to delay with Constant Contact. • Reaching out to the CBOs about sharing information for the newsletter. Will update as we are revising the list. • January 10, 2023 OSO/WIC Meeting, it was decided that a Form will be sent to out to Partners at the end of each month for content to create a consistent way to gather Newsletter data and suggestions from Partners • January 27th AJC Meeting, call will be made to invite Guest Editors on the Newsletter for the March 15th Distribution of the Newsletter.
<p>Goal: Introduction to AJC Partners</p>	
<p>Activities: Individual Meeting Dates</p>	<ul style="list-style-type: none"> • Agreed to start 2023 AJC meeting on the 2nd week of January. • WIC requested to change the agenda structure from subtitles to agenda items. • Working with the agencies on how to capture customer engagement. • Minutes will be sent the Monday or Tuesday (if holiday) of the following week. • Scheduling Black History Month Guest Speaker; Week 2. Friday Meetings February 3, 10, 17 and 24.
<p>Goal: Data Vault- My Journey DC</p>	
<p>Activities:</p>	<ul style="list-style-type: none"> • Monitor Referrals and observe trends Augmenting services for residents, for example, transit services that partners provide customers, clients, residents and add to Data Vault making sure it is linked to all the partner's location within Data Vault • Consistent review of referral reports and notifications sent to AJC partners when backlog acknowledged. • Ahmad will continue to view data vault activity and notify the agency of inconsistencies. This will continue to be done daily. • Notified the partners Data Vault name change to My Journey DC.
<p>Goal: Bookings</p>	
<p>Activities:</p>	<ul style="list-style-type: none"> • Tracking weekly bookings appointments for partner services in the AJC and then creating a quarterly report on Customer Flow. • Monitored the activity in the AJC. • We plan to look deeper into Booking categories to best facilitate strategies with the partners.



	<ul style="list-style-type: none"> • Still waiting on the MOU.
Goal: Quarterly Performance Reports	
Activities:	<ul style="list-style-type: none"> • Collect the final quarterly numbers from the AJC Partners. Analyzed trends, changes, increases and decreases in performance metrics. Presentation to include charts, tables, graphs, references, appendices and the like. Submit to America Works for review. Following America Works' review, make changes if necessary and submit to the WIC. Discuss analyzed report with WIC Leadership. Discuss analyzed report with AJC Partners on a Quarterly basis. • WIC approved Quarter One and Quarter Two be submitted at the same time. The partners were notified on January 13, 2023. This will provide more time for the MOUs to be resolved.
Goal: Biweekly Partner Meeting	
Activities:	<ul style="list-style-type: none"> • These meetings are designed to be listening sessions and support sessions. MOU compliance elements will be discussed and any issues and concerns in that regard from the AJC. Meetings will be also to discuss partnership needs, customer flow, marketing needs as well as agency-specific challenges. OSO will also write-up follow-up notes and a report summary. • Meeting remains halted until MOU is resolved.
Goal: Community Outreach and Marketing	
Activities:	<ul style="list-style-type: none"> • Leveraging community outreach events to increase awareness of AJC services. AJC Partners are developing a Work Plan to make sure they are participating in community events to let the community know about their services. • Helping NCBA with their hiring event. OSO will assist with identifying business and outreach. • Spoke with partners about additional assistance.
Goal: AJC and MOU Monitoring	
Activities:	<ul style="list-style-type: none"> • Conversations with the WIC about returning to the AJC for direct monitoring • MOU are still being negotiated with partners. • Still waiting on MOU.
Goal: CBO Engagement	



Activities:	<ul style="list-style-type: none"> • OSO will connect with CBOs in the District to assess challenges, identify opportunities, facilitate connection and collaborations among other CBOs and offer support. • OSO will review the CBO list and identify any changes within the organizations. This is of high priority to clean the list up. • OSO will check with WIC regarding training for My Journey DC. Need to get old CBO and new uploaded into the system. • OSO will remind CBOs events can be posted in the newsletter. They must send by the 1st of each month.
Goal: Webinars and Seminars	
Activities:	<ul style="list-style-type: none"> • OSO will be in constant contact seminars. Dr. Saye will be in the community of practice seminar on January 30th.

Goal: Staff Development	
<ul style="list-style-type: none"> • These trainings are designed for management and front-line staff levels. There are designed to assist the AJC Partner staff to better serve customers and as valuable training for skill development. This is the OSO's effort to assist in increasing the knowledge across the AJC Partner system for front-line and management levels. • Meeting with MBE to identify potential staff development trainings for front line and Leader for the year. • WIC leader suggested adding Career Coach DC's training as a potential staff training for the group. • OSO will follow up with Deborah January 20th. • Fred Pryor has inquired about additional trainings. They will be used as needed. 	

FEBRUARY 2023 2ND QTR

Goal: Newsletter & Guest Editor	
Activities:	<ul style="list-style-type: none"> • Continuing to modify goal/work document monthly. This will be reviewed with the VP and WIC at the beginning of each month.



	<ul style="list-style-type: none"> • Will send out reminder to the AJCs regarding submission, it is due by the 1st of each month. • Third Distribution Newsletter scheduled for distribution on the 15th. • Will continue to work with WIC regarding Constant Contact. • We check in with the CBOs about submission
Goal: Introduction to AJC Partners	
Activities:	<ul style="list-style-type: none"> • Working with the agencies on how to capture customer engagement. • Follow through with the Black History Month Guest Speakers; Week 2. Friday Meetings February 3, 10, 17 and 24. • Planning on Speakers for Women’s History Month. Will solidify dates for speakers.
Goal: Data Vault- My Journey DC	
Activities:	<ul style="list-style-type: none"> • Monitor Referrals and observe trends Augmenting services for residents, for example, transit services that partners provide customers, clients, residents and add to Data Vault making sure it is linked to all the partner’s location within Data Vault • Consistent review of referral reports and notifications sent to AJC partners when backlog acknowledged. • Ahmad will continue to view data vault activity and notify the agency of inconsistencies. This will continue to be done daily. • Will follow up with WIC regarding reporting of Data Vault activity.
Goal: Bookings	
Activities:	<ul style="list-style-type: none"> • Daily bookings of appointments from customer at the AJCs. Tracking weekly bookings appointments for partner services in the AJC and then creating a quarterly report on Customer Flow. • Monitored the activity in the AJC. • We plan to look deeper into Booking categories to best facilitate strategies with the partners. • Still waiting on the MOU.
Goal: Quarterly Performance Reports	
Activities:	<ul style="list-style-type: none"> • Collect the final quarterly numbers from the AJC Partners. Analyzed trends, changes, increases and decreases in performance metrics. Presentation to include charts, tables, graphs, references, appendices and the like. Submit to America Works for review. Following America Works’ review, make changes if necessary and



	<p>submit to the WIC. Discuss analyzed report with WIC Leadership. Discuss analyzed report with AJC Partners on a Quarterly basis.</p> <ul style="list-style-type: none"> • WIC approved Quarter One and Quarter Two be submitted at the same time. The partners were notified on January 13, 2023. This will provide more time for the MOUs to be resolved.
<p>Goal: Biweekly Partner Meeting</p>	
<p>Activities:</p>	<ul style="list-style-type: none"> • These meetings are designed to be listening sessions and support sessions. MOU compliance elements will be discussed and any issues and concerns in that regard from the AJC. Meetings will be also to discuss partnership needs, customer flow, marketing needs as well as agency-specific challenges. OSO will also write-up follow-up notes and a report summary. • Meeting remains halted until MOU is resolved.
<p>Goal: Community Outreach and Marketing</p>	
<p>Activities:</p>	<ul style="list-style-type: none"> • Leveraging community outreach events in order to increase awareness of AJC services. AJC Partners are developing a Work Plan to make sure they are participating in community events to let the community know about their services. • Will meet with WIC regarding Outreach and Marketing agenda.
<p>Goal: AJC and MOU Monitoring</p>	
<p>Activities:</p>	<ul style="list-style-type: none"> • Conversations with the WIC about returning to the AJC for direct monitoring • MOU are still being negotiated with partners. • Still waiting on MOU.
<p>Goal: CBO Engagement</p>	
<p>Activities:</p>	<ul style="list-style-type: none"> • OSO will connect with CBOs in the District to assess challenges, identify opportunities, facilitate connection and collaborations among other CBOs and offer support. • OSO will review the CBO list and identify any changes within the organizations. This is of high priority to clean the list up. • OSO ensure CBOs are signed up for training into My Journey DC. Will finalize dates with WIC. • OSO will remind CBOs events can be posted in the newsletter. They must send by the 1st of each month.
<p>Goal: Webinars and Seminars</p>	



Activities:	<ul style="list-style-type: none"> • Activities TBD
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Goal: Staff Development	
<ul style="list-style-type: none"> • Team will continue to advance on staff development training. • Notification will be sent in the February newsletter providing agencies enough time to attend. • Will send out email about the training and rsvp for those interested. • Will remind everyone of the training at the AJC meeting. 	

MARCH 2023 2ND QTR	
Goal: Newsletter & Guest Editor	
Activities:	<ul style="list-style-type: none"> • Continuing to modify goal/work document monthly. This will be reviewed with the VP and WIC at the beginning of each month. • Will send out reminder to the AJCs regarding submission, it is due by the 1st of each month. • Fourth Newsletter scheduled for distribution on the 15th. • Will continue to work with WIC regarding Constant Contact. • We check in with the CBOs about submission
Goal: Introduction to AJC Partners	
Activities:	<ul style="list-style-type: none"> • Working with the agencies on how to capture customer engagement. • Executing Women’s History Month Guest Speaker; March 3, 2023 Friday Meetings, March 3, 10, 17, 24 and 31. • TBD
Goal: Data Vault- My Journey DC	
Activities:	<ul style="list-style-type: none"> • Monitor Referrals and observe trends Augmenting services for residents, for example, transit services that partners provide customers, clients, residents and add to Data Vault making sure it is linked to all the partner’s location within Data Vault • Consistent review of referral reports and notifications sent to AJC partners when backlog acknowledged.



	<ul style="list-style-type: none"> • Ahmad will continue to view data vault activity and notify the agency of inconsistencies. This will continue to be done daily. • Will follow up with WIC regarding reporting of Data Vault activity. • TBD
Goal: Bookings	
Activities:	<ul style="list-style-type: none"> • Daily bookings of appointments from customer at the AJCs. Tracking weekly bookings appointments for partner services in the AJC and then creating a quarterly report on Customer Flow. • Monitored the activity in the AJC. • We plan to look deeper into Booking categories to best facilitate strategies with the partners. • Still waiting on the MOU. • TBD
Goal: Quarterly Performance Reports	
Activities:	<ul style="list-style-type: none"> • Collect the final quarterly numbers from the AJC Partners. Analyzed trends, changes, increases and decreases in performance metrics. Presentation to include charts, tables, graphs, references, appendices and the like. Submit to America Works for review. Following America Works' review, make changes if necessary and submit to the WIC. Discuss analyzed report with WIC Leadership. Discuss analyzed report with AJC Partners on a Quarterly basis. • TBD – Will follow up with WIC regarding Quarterly Reporting.
Goal: Workforce Development Summit	
Activities:	<ul style="list-style-type: none"> • Will attend WDS committee meetings. • Execute the design model. Will continue to meet with VP and WIC regarding next steps. • Other activities TBD
Goal: Biweekly Partner Meeting	
Activities:	<ul style="list-style-type: none"> • These meetings are designed to be listening sessions and support sessions. MOU compliance elements will be discussed and any issues and concerns in that regard from the AJC. Meetings will be also to discuss partnership needs, customer flow, marketing needs as well as agency-specific challenges. OSO will also write-up follow-up notes and a report summary. • Meeting remains halted until MOU is resolved.



	<ul style="list-style-type: none"> • TBD
Goal: Community Outreach and Marketing	
Activities:	<ul style="list-style-type: none"> • Leveraging community outreach events to increase awareness of AJC services. AJC Partners are developing a Work Plan to make sure they are participating in community events to let the community know about their services. • Will meet with WIC regarding Outreach and Marketing agenda.
Goal: AJC and MOU Monitoring	
Activities:	<ul style="list-style-type: none"> • Conversations with the WIC about returning to the AJC for direct monitoring • MOU are still being negotiated with partners. • Still waiting on MOU.
Goal: CBO Engagement	
Activities:	<ul style="list-style-type: none"> • OSO will connect with CBOs in the District to assess challenges, identify opportunities, facilitate connection and collaborations among other CBOs and offer support. • OSO will review the CBO list and identify any changes within the organizations. This is of high priority to clean the list up. • OSO ensure CBOs are signed up for training into My Journey DC. Will finalize dates with WIC. • OSO will remind CBOs events can be posted in the newsletter. They must send by the 1st of each month.
Goal: Webinars and Seminars	
Activities:	<ul style="list-style-type: none"> • Activities TBD
Goal: Staff Development	
<ul style="list-style-type: none"> • Team will continue to advance on staff development training. • Notification will be sent in the February newsletter providing agencies enough time to attend. • Will send out email about the training and rsvp for those interested. • Will remind everyone of the training at the AJC meeting. 	



April 2023 3RD QTR

Goal: Newsletter & Guest Editor

Activities:	<ul style="list-style-type: none"> Continuing to modify goal/work document monthly. This will be reviewed with the VP and WIC at the beginning of each month. Will send out reminder to the AJCs regarding submission, it is due by the 1st of each month. Fourth Newsletter scheduled for distribution on the 15th. Will continue to work with WIC regarding Constant Contact. We check in with the CBOs about submission
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Goal: Introduction to AJC Partners

Activities:	<ul style="list-style-type: none"> Working with the agencies on how to capture customer engagement. AJC Weekly Partner Meetings
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Goal: Data Vault- My Journey DC

Activities:	<ul style="list-style-type: none"> Monitor Referrals and observe trends Augmenting services for residents, for example, transit services that partners provide customers, clients, residents and add to Data Vault making sure it is linked to all the partner's location within Data Vault Consistent review of referral reports and notifications sent to AJC partners when backlog acknowledged. Ahmad will continue to view data vault activity and notify the agency of inconsistencies. This will continue to be done daily. Will follow up with WIC regarding reporting of Data Vault activity. TBD
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Goal: Bookings

Activities:	<ul style="list-style-type: none"> Daily bookings of appointments from customer at the AJCs. Tracking weekly bookings appointments for partner services in the AJC and then creating a quarterly report on Customer Flow. Monitored the activity in the AJC. We plan to look deeper into Booking categories to best facilitate strategies with the partners.
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	<ul style="list-style-type: none"> • Still waiting on the MOU. • TBD
Goal: Quarterly Performance Reports	
Activities:	<ul style="list-style-type: none"> • Collect the final quarterly numbers from the AJC Partners. Analyzed trends, changes, increases and decreases in performance metrics. Presentation to include charts, tables, graphs, references, appendices and the like. Submit to America Works for review. Following America Works' review, make changes if necessary and submit to the WIC. Discuss analyzed report with WIC Leadership. Discuss analyzed report with AJC Partners on a Quarterly basis. • TBD – Will follow up with WIC regarding Quarterly Reporting.
Goal: Workforce Development Summit	
Activities:	<ul style="list-style-type: none"> • Will attend WDS committee meetings. • Execute the design model. Will continue to meet with VP and WIC regarding next steps. • Other activities TBD
Goal: Biweekly Partner Meeting	
Activities:	<ul style="list-style-type: none"> • These meetings are designed to be listening sessions and support sessions. MOU compliance elements will be discussed and any issues and concerns in that regard from the AJC. Meetings will be also to discuss partnership needs, customer flow, marketing needs as well as agency-specific challenges. OSO will also write-up follow-up notes and a report summary. • Meeting remains halted until MOU is resolved. • TBD
Goal: Community Outreach and Marketing	
Activities:	<ul style="list-style-type: none"> • Leveraging community outreach events to increase awareness of AJC services. AJC Partners are developing a Work Plan to make sure they are participating in community events to let the community know about their services. • Will meet with WIC regarding Outreach and Marketing agenda.
Goal: AJC and MOU Monitoring	
Activities:	<ul style="list-style-type: none"> • Conversations with the WIC about returning to the AJC for direct monitoring • MOU are still being negotiated with partners.



	<ul style="list-style-type: none"> • Still waiting on MOU.
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Goal: CBO Engagement

Activities:	<ul style="list-style-type: none"> • OSO will connect with CBOs in the District to assess challenges, identify opportunities, facilitate connection and collaborations among other CBOs and offer support. • OSO will review the CBO list and identify any changes within the organizations. This is of high priority to clean the list up. • OSO ensure CBOs are signed up for training into My Journey DC. Will finalize dates with WIC. • OSO will remind CBOs events can be posted in the newsletter. They must send by the 1st of each month.
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Goal: Webinars and Seminars

Activities:	<ul style="list-style-type: none"> • Activities TBD
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Goal: Staff Development

	<ul style="list-style-type: none"> • Team will continue to advance on staff development training. • Notification will be sent in the February newsletter providing agencies enough time to attend. • Will send out email about the training and rsvp for those interested. • Will remind everyone of the training at the AJC meeting.
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May 2023 3RD QTR

Goal: Newsletter & Guest Editor

Activities:	<ul style="list-style-type: none"> • Continuing to modify goal/work document monthly. This will be reviewed with the VP and WIC at the beginning of each month. • Will send out reminder to the AJCs regarding submission, it is due by the 1st of each month. • Fourth Newsletter scheduled for distribution on the 15th.
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	<ul style="list-style-type: none"> • Will continue to work with WIC regarding Constant Contact. • We check in with the CBOs about submission
Goal: Introduction to AJC Partners	
Activities:	<ul style="list-style-type: none"> • Working with the agencies on how to capture customer engagement. • Reminder about the Workforce Summit.
Goal: Data Vault- My Journey DC	
Activities:	<ul style="list-style-type: none"> • Monitor Referrals and observe trends Augmenting services for residents, for example, transit services that partners provide customers, clients, residents and add to My Journey making sure it is linked to all the partner's location within My Journey • Consistent review of referral reports and notifications sent to AJC partners when backlog acknowledged. • Ahmad will continue to view data vault activity and notify the agency of inconsistencies. This will continue to be done daily. • Will follow up with WIC regarding reporting of My Journey DC • TBD

Goal: Bookings	
Activities:	<ul style="list-style-type: none"> • Daily bookings of appointments from customer at the AJCs. Tracking weekly bookings appointments for partner services in the AJC and then creating a quarterly report on Customer Flow. • Monitored the activity in the AJC. • We plan to look deeper into Booking categories to best facilitate strategies with the partners. • Still waiting on the MOU. • TBD
Goal: Quarterly Performance Reports	
Activities:	<ul style="list-style-type: none"> • Collect the final quarterly numbers from the AJC Partners. Analyzed trends, changes, increases and decreases in performance metrics. Presentation to include charts, tables, graphs, references, appendices and the like. Submit to America Works for review. Following America Works' review, make changes if necessary and



	<p>submit to the WIC. Discuss analyzed report with WIC Leadership. Discuss analyzed report with AJC Partners on a Quarterly basis.</p> <ul style="list-style-type: none"> • TBD – Will follow up with WIC regarding Quarterly Reporting.
Goal: Workforce Development Summit	
Activities:	<ul style="list-style-type: none"> • Work on all areas for Summit. • Finalize the details of the agreement and process for the Summit. • Ahmad will be onsite every Wednesday and Thursday.
Goal: Biweekly Partner Meeting	
Activities:	<ul style="list-style-type: none"> • These meetings are designed to be listening sessions and support sessions. MOU compliance elements will be discussed and any issues and concerns in that regard from the AJC. Meetings will be also to discuss partnership needs, customer flow, marketing needs as well as agency-specific challenges. OSO will also write-up follow-up notes and a report summary. • Meeting remains halted until MOU is resolved. • TBD
Goal: Community Outreach and Marketing	
Activities:	<ul style="list-style-type: none"> • Leveraging community outreach events to increase awareness of AJC services. AJC Partners are developing a Work Plan to make sure they are participating in community events to let the community know about their services. • Will meet with WIC regarding Outreach and Marketing agenda.
Goal: AJC and MOU Monitoring	
Activities:	<ul style="list-style-type: none"> • Conversations with the WIC about returning to the AJC for direct monitoring • MOU are still being negotiated with partners. • Still waiting on MOU.
Goal: CBO Engagement	
Activities:	<ul style="list-style-type: none"> • OSO will connect with CBOs in the District to assess challenges, identify opportunities, facilitate connection and collaborations among other CBOs and offer support.



	<ul style="list-style-type: none"> • OSO will review the CBO list and identify any changes within the organizations. This is of high priority to clean the list up. • OSO ensure CBOs are signed up for training into My Journey DC. Will finalize dates with WIC. • OSO will remind CBOs events can be posted in the newsletter. They must send by the 1st of each month.
Goal: Webinars and Seminars	
Activities:	<ul style="list-style-type: none"> • Activities TBD

Goal: Staff Development	
<ul style="list-style-type: none"> • Team will continue to advance on staff development training. • Notification will be sent in the February newsletter providing agencies enough time to attend. • Will send out email about the training and rsvp for those interested. • Will remind everyone of the training at the AJC meeting. 	

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June 2023 3RD QTR	
Goal: Newsletter & Guest Editor	
Activities:	<ul style="list-style-type: none"> • Continuing to modify goal/work document monthly. This will be reviewed with the VP and WIC at the beginning of each month. • Will send out reminder to the AJCs regarding submission, it is due by the 1st of each month. • Fourth Newsletter scheduled for distribution on the 15th. • Will continue to work with WIC regarding Constant Contact. • We check in with the CBOs about submission
Goal: Introduction to AJC Partners	
Activities:	<ul style="list-style-type: none"> • Working with the agencies on how to capture customer engagement. •
Goal: Data Vault- My Journey DC	



Activities:	<ul style="list-style-type: none"> • Monitor Referrals and observe trends Augmenting services for residents, for example, transit services that partners provide customers, clients, residents and add to Data Vault making sure it is linked to all the partner’s location within Data Vault • Consistent review of referral reports and notifications sent to AJC partners when backlog acknowledged. • Ahmad will continue to view data vault activity and notify the agency of inconsistencies. This will continue to be done daily. • Will follow up with WIC regarding reporting of Data Vault activity. • TBD
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Goal: Bookings	
Activities:	<ul style="list-style-type: none"> • Daily bookings of appointments from customer at the AJCs. Tracking weekly bookings appointments for partner services in the AJC and then creating a quarterly report on Customer Flow. • Monitored the activity in the AJC. • We plan to look deeper into Booking categories to best facilitate strategies with the partners. • Still waiting on the MOU. • TBD
Goal: Quarterly Performance Reports	
Activities:	<ul style="list-style-type: none"> • Collect the final quarterly numbers from the AJC Partners. Analyzed trends, changes, increases and decreases in performance metrics. Presentation to include charts, tables, graphs, references, appendices and the like. Submit to America Works for review. Following America Works’ review, make changes if necessary and submit to the WIC. Discuss analyzed report with WIC Leadership. Discuss analyzed report with AJC Partners on a Quarterly basis. • TBD – Will follow up with WIC regarding Quarterly Reporting.
Goal: Biweekly Partner Meeting	
Activities:	<ul style="list-style-type: none"> • These meetings are designed to be listening sessions and support sessions. MOU compliance elements will be discussed and any issues and concerns in that regard from the AJC. Meetings will be also to discuss partnership needs, customer flow, marketing needs as well as agency-specific challenges. OSO will also write-up follow-up notes and a report summary.



	<ul style="list-style-type: none"> • Meeting remains halted until MOU is resolved. • TBD
Goal: Community Outreach and Marketing	
Activities:	<ul style="list-style-type: none"> • Leveraging community outreach events to increase awareness of AJC services. AJC Partners are developing a Work Plan to make sure they are participating in community events to let the community know about their services. • Will meet with WIC regarding Outreach and Marketing agenda.
Goal: AJC and MOU Monitoring	
Activities:	<ul style="list-style-type: none"> • Conversations with the WIC about returning to the AJC for direct monitoring • MOU are still being negotiated with partners. • Still waiting on MOU.
Goal: CBO Engagement	
Activities:	<ul style="list-style-type: none"> • OSO will connect with CBOs in the District to assess challenges, identify opportunities, facilitate connection and collaborations among other CBOs and offer support. • OSO will review the CBO list and identify any changes within the organizations. This is of high priority to clean the list up. • OSO ensure CBOs are signed up for training into My Journey DC. Will finalize dates with WIC. • OSO will remind CBOs events can be posted in the newsletter. They must send by the 1st of each month.
Goal: Webinars and Seminars	
Activities:	<ul style="list-style-type: none"> • Activities TBD
Goal: Staff Development	
	<ul style="list-style-type: none"> • Team will continue to advance on staff development training. • Notification will be sent in the February newsletter providing agencies enough time to attend. • Will send out email about the training and rsvp for those interested.



- Will remind everyone of the training at the AJC meeting.

July 2023 4th QTR

Goal: Newsletter & Guest Editor

Activities:

- Will create the newsletter and forward to the agency for review
- Will send out reminder to the AJCs regarding submission, it is due by the 12th of each month. (Elijah)
- Fourth Newsletter scheduled for distribution on the 15th.
- We check in with the CBOs about submission
- Waiting on the approval of the newsletter for submission- account is down.

Goal: Introduction to AJC Partners

Activities:

- Working with the agencies on how to capture customer engagement.
- Review the AJC Centers
- Update AJCs about new WIC initiatives.
- Continue to remind the partners about My Journey referrals.
- Speak with the other agencies about indirect marketing campaign.

Goal: Data Vault- My Journey DC

Activities:

- Monitor Referrals and observe trends
- Consistent review of referral reports and notifications sent to AJC partners when backlog acknowledged.
- Marsha or Senior Program Manager will continue to view data vault activity and notify the agency of inconsistencies. This will continue to be done daily.
- Will follow up with WIC regarding reporting of My Journey activity.
- Connect with the CBO to enroll in My Journey DC
- Hosted an Introduction Class on My Journey.
- Engage Faith Base community. (Marsha- Elijah)

Goal: Bookings



Activities:	<ul style="list-style-type: none"> • Speak with Deborah. • Schedule appointment with DOES to visit the site. • Daily bookings of appointments from customer at the AJCs. Tracking weekly bookings appointments for partner services in the AJC and then creating a quarterly report on Customer Flow. • Monitored the activity in the AJC. • Review MOU in accordance to onsite activity.
Goal: Quarterly Performance Reports	
Activities:	<ul style="list-style-type: none"> • Speak with Deborah - Collect the final quarterly numbers from the AJC Partners. Analyzed trends, changes, increases and decreases in performance metrics. Presentation to include charts, tables, graphs, references, appendices and the like. Submit to America Works for review. Following America Works' review, make changes if necessary and submit to the WIC. Discuss analyzed report with WIC Leadership. Discuss analyzed report with AJC Partners on a Quarterly basis. • TBD – Will follow up with WIC regarding Quarterly Reporting.
Goal: Workforce Development Summit Symposium	
Activities:	<ul style="list-style-type: none"> • No involvement with OSO. • Look at Deborah's outline for Workforce Summit.
Goal: Biweekly Partner Meeting	
Activities:	<ul style="list-style-type: none"> • Review of the MOUs with the partners • Verify with the partners the meeting times still work well.
Goal: Community Outreach and Marketing	
Activities:	<ul style="list-style-type: none"> • Will continue to meet with WIC regarding Outreach and Marketing agenda. • Use low cost ways to market the AJC partners. • Continue to look libraries...hosting an event discussing the AJCs. This will also help with traffic.
Goal: AJC and MOU Monitoring	
Activities:	<ul style="list-style-type: none"> • Visiting the AJC for monitoring. Set up a regular schedule with DOES. • Continue to monitor the MOUS for compliancy.



Goal: CBO Engagement	
Activities:	<ul style="list-style-type: none"> • OSO will connect with CBOs in the District to assess challenges, identify opportunities, facilitate connection and collaborations among other CBOs and offer support. • OSO will review the CBO list and identify any changes within the organizations. This is of high priority to clean the list up. • OSO ensure CBOs are signed up for training into My Journey DC. Will finalize dates with WIC. • OSO will remind CBOs events can be posted in the newsletter. They must send by the 1st of each month.
Goal: Webinars and Seminars	
Activities:	<ul style="list-style-type: none"> • AWDC will attend webinars and seminars pertinent to the AJC engagement.

Goal: Staff Development	
<ul style="list-style-type: none"> • Series of staff trainings - TBD 	

August 2023 4th QTR	
Goal: Newsletter & Guest Editor	
Activities:	<ul style="list-style-type: none"> • Will create the newsletter and forward to the agency for review • Will send out reminder to the AJCs regarding submission, it is due by the 1st of each month. • Fourth Newsletter scheduled for distribution on the 15th. • We check in with the CBOs about submission • Waiting on the approval of the newsletter for submission- account is down.
Goal: Introduction to AJC Partners	
Activities:	<ul style="list-style-type: none"> • Working with the agencies on how to capture customer engagement. • Review the AJC Centers • Update AJCs about new WIC initiatives.



	<ul style="list-style-type: none"> • Continue to remind the partners about My Journey referrals. • Speak with the other agencies about indirect marketing campaign.
Goal: Data Vault- My Journey DC	
Activities:	<ul style="list-style-type: none"> • Monitor Referrals and observe trends • Consistent review of referral reports and notifications sent to AJC partners when backlog acknowledged. • Marsha or Senior Program Manager will continue to view data vault activity and notify the agency of inconsistencies. This will continue to be done daily. • Will follow up with WIC regarding reporting of My Journey activity. • Connect with the CBO to enroll in My Journey DC • Hosted an Introduction Class on My Journey.

Goal: Bookings	
Activities:	<ul style="list-style-type: none"> • Speak with Deborah. • Schedule appointment with DOES to visit the site. • Daily bookings of appointments from customer at the AJCs. Tracking weekly bookings appointments for partner services in the AJC and then creating a quarterly report on Customer Flow. • Monitored the activity in the AJC. • Review MOU in accordance to onsite activity.
Goal: Quarterly Performance Reports	
Activities:	<ul style="list-style-type: none"> • Speak with Deborah - Collect the final quarterly numbers from the AJC Partners. Analyzed trends, changes, increases and decreases in performance metrics. Presentation to include charts, tables, graphs, references, appendices and the like. Submit to America Works for review. Following America Works' review, make changes if necessary and submit to the WIC. Discuss analyzed report with WIC Leadership. Discuss analyzed report with AJC Partners on a Quarterly basis. • TBD – Will follow up with WIC regarding Quarterly Reporting.
Goal: Workforce Development Summit Symposium	
Activities:	<ul style="list-style-type: none"> • Support Workforce symposium



	<ul style="list-style-type: none"> Continue to review feedback about the summit.
Goal: Biweekly Partner Meeting	
Activities:	<ul style="list-style-type: none"> Review of the MOUs with the partners Verify with the partners the meeting times still work well.
Goal: Community Outreach and Marketing	
Activities:	<ul style="list-style-type: none"> Will continue to meet with WIC regarding Outreach and Marketing agenda. Use low cost ways to market the AJC partners. Continue to look libraries...hosting an event discussing the AJCs. This will also help with traffic.
Goal: AJC and MOU Monitoring	
Activities:	<ul style="list-style-type: none"> Visiting the AJC for monitoring. Set up a regular schedule with DOES. Continue to monitor the MOUS for compliancy.
Goal: CBO Engagement	
Activities:	<ul style="list-style-type: none"> OSO will connect with CBOs in the District to assess challenges, identify opportunities, facilitate connection and collaborations among other CBOs and offer support. OSO will review the CBO list and identify any changes within the organizations. This is of high priority to clean the list up. OSO ensure CBOs are signed up for training into My Journey DC. Will finalize dates with WIC. OSO will remind CBOs events can be posted in the newsletter. They must send by the 1st of each month.
Goal: Webinars and Seminars	
Activities:	<ul style="list-style-type: none"> AWDC will attend webinars and seminars pertinent to the AJC engagement.
Goal: Staff Development	
	<ul style="list-style-type: none"> Series of Guest Speakers for Leadership



September 2023 4th QTR

Goal: Newsletter & Guest Editor	
Activities:	<ul style="list-style-type: none"> • Workforce Month!!! • Advertise our training series. • Will create the newsletter and forward to the agency for review • Will send out reminder to the AJCs regarding submission, it is due by the 1st of each month. • Fourth Newsletter scheduled for distribution on the 15th. • We check in with the CBOs about submission • Waiting on the approval of the newsletter for submission- account is down.
Goal: Introduction to AJC Partners	
Activities:	<ul style="list-style-type: none"> • Working with the agencies on how to capture customer engagement. • Review the AJC Centers • Update AJCs about new WIC initiatives. • Continue to remind the partners about My Journey referrals. • Speak with the other agencies about indirect marketing campaign.
Goal: Data Vault- My Journey DC	
Activities:	<ul style="list-style-type: none"> • Monitor Referrals and observe trends • Consistent review of referral reports and notifications sent to AJC partners when backlog acknowledged. • Marsha or Senior Program Manager will continue to view data vault activity and notify the agency of inconsistencies. This will continue to be done daily. • Will follow up with WIC regarding reporting of My Journey activity. • Connect with the CBO to enroll in My Journey DC • Hosted an Introduction Class on My Journey. • Marketing supporting increase into My Journey.



Goal: Bookings	
Activities:	<ul style="list-style-type: none"> • Speak with Deborah. • Schedule appointment with DOES to visit the site. • Daily bookings of appointments from customer at the AJCs. Tracking weekly bookings appointments for partner services in the AJC and then creating a quarterly report on Customer Flow. • Monitored the activity in the AJC. • Review MOU in accordance to onsite activity.
Goal: Quarterly Performance Reports	
Activities:	<ul style="list-style-type: none"> • Speak with Deborah - Collect the final quarterly numbers from the AJC Partners. Analyzed trends, changes, increases and decreases in performance metrics. Presentation to include charts, tables, graphs, references, appendices and the like. Submit to America Works for review. Following America Works' review, make changes if necessary and submit to the WIC. Discuss analyzed report with WIC Leadership. Discuss analyzed report with AJC Partners on a Quarterly basis. • TBD – Will follow up with WIC regarding Quarterly Reporting.
Goal: Workforce Development Business Roundtable	
Activities:	<ul style="list-style-type: none"> • Support Workforce Business Summit. • Feedback from the Business Roundtable • Continue to review feedback about the summit.
Goal: Biweekly Partner Meeting	
Activities:	<ul style="list-style-type: none"> • Review Monthly Performance Reports • Open Discussion with Partners – working well, needs some assistance.
Goal: Community Outreach and Marketing	
Activities:	<ul style="list-style-type: none"> • Host an event discussing the AJCs. This will also help with traffic. • Will continue to meet with WIC regarding Outreach and Marketing agenda. • Use low-cost ways to market the AJC partners.
Goal: AJC and MOU Monitoring	
Activities:	<ul style="list-style-type: none"> • Visiting the AJC for monitoring. Set up a regular schedule with DOES. • Continue to monitor the MOUS for compliancy.



Goal: CBO Engagement	
Activities:	<ul style="list-style-type: none"> • OSO will connect with CBOs in the District to assess challenges, identify opportunities, facilitate connection and collaborations among other CBOs and offer support. • OSO will review the CBO list and identify any changes within the organizations. This is of high priority to clean the list up. • OSO ensure CBOs are signed up for training into My Journey DC. Will finalize dates with WIC. • OSO will remind CBOs events can be posted in the newsletter. They must send by the 1st of each month.
Goal: Webinars and Seminars	
Activities:	<ul style="list-style-type: none"> • AWDC will attend webinars and seminars pertinent to the AJC engagement.

Goal: Staff Development	
<ul style="list-style-type: none"> • September 14th – Front Line Staff Training • Series of Workforce Guest Speakers for Leadership • Certification for AJC Partners – Speak with Deborah 	

Q57 – AJC
Partner Meeting
Agendas



AJC Partner Meeting
4/6/2023
9:00am - 10:00am

AGENDA

- I. AJC Partner Monthly Meeting Updates**
- II. Performance Reporting**
- III. Workforce Summit Update**
 - a. Survey on topics/speakers**
- IV. Upcoming site visit on May 21st (1717 H St)**
- V. DC Central Kitchen site visit**
- VI. CBO Engagement Update**
- VII. WIC/Partner Updates**

Q57a.1



AJC Partner Meeting
5/19/2023
9:00am - 10:00am

AGENDA

- I. WIC Updates**
- II. Briefing of upcoming DC Workforce Summit**
 - a. Conference registration deadline**
 - b. Customer Success story submissions**
- III. Update on AJC Activities – Sheree Finley, DOES**
- IV. Partner Updates**

Q57a.2



AJC Partner Meeting
4/6/2023
9:00am - 10:00am

AGENDA

- I. AJC Partner Monthly Meeting Updates**
- II. Performance Reporting**
- III. Workforce Summit Update**
 - a. Survey on topics/speakers**
- IV. Upcoming site visit on May 21st (1717 H St)**
- V. DC Central Kitchen site visit**
- VI. CBO Engagement Update**
- VII. WIC/Partner Updates**

Q57a.3



AJC Partner Meeting
7/21/2023
9:00am - 10:00am

AGENDA

- I. Leadership Announcements & Introductions**
- II. Leadership Training Updates (9/13/23)**
- III. WIC/Partner Updates**
- IV. WIOA All Working Group Debrief**

Q57a.4



AJC Partner Meeting
2/10/2023
9:00am - 10:00am

AGENDA

- I. WIC Updates**
 - a. MOU updates**
 - b. CBO Roundtable recap**
- II. Workforce Summit**
 - a. Partner Panel**
- III. 1 on 1 Partner Meetings**
- IV. Finalizing AJC Schedule**
 - a. Partner Direct Linkage**
- V. Partner Updates**

Q57a.5



AJC Partner Meeting
1/13/2022
9:00am - 10:00am

AGENDA

- I. Service Delivery Schedule & Provision**
- II. My Journey DC**
 - a. Referral Update**
- III. Customer Performance Reporting**
- IV. CBO Round Table**
- V. Update on Workforce Summit**
- VI. Newsletter**
- VII. NCBA Hiring Event**
- VIII. Partner Updates**

Q57a.6



**WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
7/8/2022
9:00am - 10:00am**

AGENDA

- I. OSO Updates**
 - a. Survey for trainings**
 - b. Reminders**
 - i. MOU edits deadline**
 - ii. IFA meetings**
- II. Timesheet Recording System Feedback**
- III. WIOA Working Groups**
- IV. WIC Updates**
- V. Partner Updates**

Q57a.7

**AJC Partner Meeting
8/4/2023
9:00am - 10:00am**

AGENDA

- I. Hot Jobs Presentation – Pablo Venturino, DOES**
- II. Upcoming Staff Development**
- III. Marketing Activities**
- IV. Customer performance reports are due (quarter ended in June)**
- V. Time Reporting for July**
- VI. WIC/Partner Updates**

Marketing Discussion Starter:

- 1. Who is your target audience?**
- 2. What have been the most effective marketing channels you have used to reach your target audience?**
- 3. How can we create compelling content to engage our audience?**
- 4. What partnerships can we build with community-based organizations and other agencies to increase marketing and its effects?**
- 5. What ways can we leverage social media to build a strong online presence?**
- 6. What are ways we can showcase success stories and testimonials from job seekers and employers?**

Q57a.8



AJC Partner Meeting
1/20/2022
9:00am - 10:00am

AGENDA

- I. AJC Service Delivery Schedule – Sheree Finley, DOES**
- II. Workforce Summit Update**
- III. Newsletter Content Reminder and Due Dates**
- IV. Partner Updates**

**Q60 – Eligible
Training
Providers**

Q60 PY2022 ETP Report-Certified

Eligible Training Provider (ETP)

[Back to Edit Check Results Overview](#)

State Name : District Of Columbia
Program Year : 7/1/2022 - 6/30/2023

[Download table Data](#)

[Download - File Name: etpsummary/v1/4788](#)

State-level Eligible Training Provider Report (ETA-9171) Summary

Summary of Data Elements	Statewide Total	Program Level Average*	Statewide Rate
1. Number of Programs	27	**	**
2. Total Number of Individuals Served (DE 120)	788	39	**
3. Total Number of Individuals Completed, Withdrew, or Transferred (Exited) (DE 121)	709	44	**
4. All Individuals Program of Study Completed (DE 122)	537	36	75.7%
5. All Individuals Employed in the 2nd Quarter After Exit (DE 123)	166	24	23.4%
6. All Individuals Employed in the 4th Quarter After Exit (DE 124)	112	19	18.3%
7. All Individuals Credential Attainment (DE 126)	272	23	44.5%
8. Total Number of WIOA Participants served with and Individual Training Account (ITA) (DE 135)	132	10	**
9. Cost Per WIOA Participant Served (Numerator) (DE 138)	\$588,240.00	\$45,249.23	\$4,456.36
10. Median Earning (DE 125)	**	\$6,545.20	**
11. WIOA Participants that Completed, Withdrew, or Transferred (Exiters): Program of Study Completed (DE 137)		6	62.2%
12. Cost Per Non-WIOA Individual (DE 111 and DE 112)	**	**	\$4,161.48
13. Total Number of WIOA Participants (DE 133)	132	10	**
14. Total Number of WIOA Participants that Completed, Withdrew, or Transferred (Exiters) (DE 134)	82	10	**
15. WIOA Participants: Employed in the 2nd Quarter after Exit (DE 139)	67	13	80.7%
16. WIOA Participants: Employed in the 4th Quarter after Exit (DE 140)	47	12	70.1%
17. WIOA Participants: Credential Attainment (DE 142)	39	8	58.2%
18. WIOA Participants: Median Earnings (DE 141)	**	8,292	**

*Only values greater than zero are included in average calculations.

**Fields are not calculated.

FileID : 4788
Date Submitted : 9/27/2023 9:31 AM EDT
Date Certified : 9/29/2023 1:57 PM EDT

CANCEL

CERTIFY

**Q65 - Eligible
Training
Providers List**

Q65 Eligible Training Provider Detailed List 12-14-23-1



Provider name	Contact Information	For Profit or Non-Profit	Course name	Duration	Credentialing Organization or Institution, Where Applicable	Negotiated rate per IFA	Requirements	PY2021												Notes			
								Total Enrolled ALL	Total Enrolled WDA	Total Exited ALL	Total Exited WDA	Completion Number and Rate-ALL	Completion Number and Rate-WDA	Credentialed Number and Rate-ALL	Credentialed Number and Rate-WDA	Employment Number and Rate 6 months after exit ALL	Employment Number and Rate 6 months after exit WDA	Employment Number and Rate 12 months after exit ALL	Employment Number and Rate 12 months after exit WDA		Median Earnings 6 months after exit-ALL	Median Earnings 6 months after exit-WDA	
ETPL Providers																							
Adult Career Technical Academy, Inc.	3845 South Capitol Street S.W. Washington, DC 20032 (202)468-6022		Phibotomy Apprenticeship	2040 hours	NPA certification	\$ 3,500.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00	Apprenticeship Provider		
			Emergency Medical Technician/ Emergency Room Attendant	4000 hours	NREMT Certification	\$ 3,500.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00	
BuildWithin	900 19th St NW, 6th Floor, Washington, DC 20006 202-243-7022	For Profit	Business Development Representative (software sales)					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00	Apprenticeship Provider	
			Videographer					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Digital Marketing Specialist					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Customer Success Manager					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Office/Business Operations Manager					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Web Developer					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Software Developer					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Front-end Developer					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Cloud Support Analyst					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Data Analyst					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Quality Assurance Analyst/ Developer					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Help Desk Tier 1/Service Desk					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Network/IT Support Specialist					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
Blockchain Developer					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00					
The BeeZeeNetwork, Inc.	1140 3rd St NE, Washington, DC 20002 202-938-8894		Software Developer/Web & Application Developer Four Year Apprenticeship Program	4 years		\$ 15,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00	Apprenticeship Provider		
Constituent Services Worldwide	605 Rhode Island Avenue, NE Washington, DC 20002 (888) 960-6268, Ext 134	For Profit	A+ Training	6 weeks	CompTIA	\$ 4,740.00	Minimum CASAS Grade Level: Math 10.0, Reading 11.0	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			A+ Training (distance learning)	6 weeks	CompTIA	\$ 4,740.00	Minimum CASAS Grade Level: Math 10.0, Reading 11.0	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Governance, Risks, and Compliance (GRCP) Training	12 weeks	OCEG	\$ 2,370.00	WorkKeys Bronze+ CASAS Reading 251+ CASAS Math 241+ CASAS assessment of minimum 12th grade literacy and 12th grade math	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			IT Fundamentals Training	6 weeks	CompTIA	\$ 2,370.00	Minimum CASAS Grade Level: Reading 10.0, Math 10.0	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			IT Fundamentals Training (Distance)	6 weeks	CompTIA	\$ 2,370.00	Minimum CASAS Grade Level: Reading 10.0, Math 10.0	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			National Green Infrastructure Certified Professional	12 weeks	NGIPC	\$ 4,740.00	Math 226+ CASAS assessment of minimum 9th grade literacy and 9th grade math	16	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
			Electronic Medical Records Certificate	12 weeks	DEAC, USDE, CHEA, IACET	\$ 4,740.00	WorkKeys Bronze+ CASAS Reading 251+ CASAS Math 226+ CASAS assessment of minimum 9th grade literacy and 9th grade math	15	*	*	*	*	100%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
			Green Infrastructure Certificate	12 weeks	MSCHE	\$ 4,740.00	WorkKeys Bronze+ CASAS Reading 251+ CASAS Math 226+ CASAS assessment of minimum 9th grade literacy and 9th grade math	15	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
			Home Health Aide Career Diploma	12 weeks	DEAC, USDE, CHEA, IACET	\$ 4,740.00	WorkKeys Bronze+ CASAS Reading 221+ CASAS Math 221+ A CASAS assessment with a minimum of 8th grade literacy and 8th grade math will be used as a minimum threshold	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Medical Administrative Assistant Career Diploma	26 weeks	DEAC, USDE, CHEA, IACET	\$ 4,740.00	CASAS Minimum Grade Level: Reading 10.0, Math 10.0	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
Medical Assistant Career Diploma	26 weeks	DEAC, USDE, CHEA, IACET	\$ 4,740.00	CASAS Minimum Grade Level: Reading 10.0, Math 10.0	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00					
Medical Billing & Coding Career Diploma	10 months	DEAC, USDE, CHEA, IACET	\$ 4,740.00	CASAS Minimum Grade Level: Reading 10.0, Math 10.0	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00					
Paralegal Career Diploma	12 weeks	DEAC, USDE, CHEA, IACET	\$ 4,740.00	WorkKeys Bronze+ CASAS Reading 251+ CASAS Math 241+ CASAS assessment of minimum 10th grade literacy and 12th grade math	*	*	*	*	100%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00					
Pharmacy Technician Career Diploma	26 weeks	DEAC, USDE, CHEA, IACET	\$ 4,740.00	Minimum CASAS Grade Level: Reading 10.0, Math 10.0	*	*	*	*	100%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00					
Dream Health Group	709 Pennsylvania Ave SE Washington, DC 20003 (419) 619-5119		Apprenticeship Program Work Process Medical Assistant					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00	Apprenticeship Provider		
			Apprenticeship Program Work Process Medical Coding					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			Apprenticeship Program Work Process Medical Coding					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
Forest Hills DC	4891 Connecticut Avenue, NW Washington, DC 20008 202-966-7823	For Profit	Advanced CNA Apprenticeship Program	10 Months: 1000 hours	DC Health Board of Nursing	\$ 5,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00	Apprenticeship Provider		
							*	*	*	*	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00				
IEC Chesapeake Apprenticeship, Inc.	8761 Friesstate Drive, Suite #202 Laurel MD, 20723 (202) 621-9945		Four Year Electrical Apprenticeship Program	4 years				*	*	*	*	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00	Apprenticeship Provider		
			Three Year Telecommunications Technician Apprenticeship Program	3 Years					*	*	*	*	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00	
Opportunities Industrialization Center of Washington (OIC)	3016 Martin Luther King Jr. Ave. SE Washington, DC 20032 (202) 939-3076	For Profit	Open To A Computer Repair	20 weeks	CompTIA	\$ 5,000.00	At least 18 years old; High School Diploma or GED; Minimum CASAS grade level: Math: 9.0, Reading: 9.0	113	*	104	*	80,70%	1,50%	1,67%	38,45%	1,67%	19,42%	1,33%	\$8,296.00	\$32,501.00			
			Customer Services for Hospitality & Retail Sales	16 weeks	American Hotel and Lodging Educational Institute	\$ 4,000.00	N/A	21	*	11	*	67%	0%	0%	0%	75%	0%	0%	\$3,770.14	\$0.00			
			Home Health Care Aide	19 weeks	National Assoc. of Home care and Hospice	\$ 5,000.00	Resident of DC, high school diploma or GED, minimum CASAS reading and math scores of 8th grade level	125	23	115	15	115,70%	11,73%	21,47%	50%	38,45%	81%	19,42%	80%	\$5,449.00		\$3,853.00	
Toni Thomas Associates	3845 South Capitol Street, SW Washington, DC 20032 (202) 616-1099	For Profit	Security Guard (unarmed)	10 weeks		\$ 3,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			Information Technology-A+	15 weeks	CompTIA	N/A	At least 18 years old; High School Diploma or GED; Minimum CASAS grade level: Math: 9.0, Reading: 9.0	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			Information Technology-Security +	15 weeks	CompTIA	N/A	IT Essentials (A+)- Minimum CASAS grade level: Math: 9.0, Reading: 9.0	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			Commercial Driver's License-Class A	15 weeks		\$ 5,000.00	All individuals must be able to speak, read, and write the English language. All individuals must be at least 21 years of age. Must be able to pass a drug screening test. Must be able to secure D.C.'s approved medical fitness card. Minimum CASAS grade level: Math 6.0, Reading 6.0	123	65	91	49	69,76%	35,71%	1,15%	7,7%	48,61%	37,88%	35,53%	31,76%	\$7,937.50		\$8,240.00	

* The value was suppressed to protect Personally Identifiable Information (PII) or no data was reported.



Provider name	Contact Information	For Profit or Non-Profit	Course name	Duration	Credentialing Organization or Institution, Where Applicable	Negotiated rate per IFA	Requirements	PY2021														Notes	
								Total Enrolled ALL	Total Enrolled WIOA	Total Enrolled ALL	Total Enrolled WIOA	Completion Number and Rate ALL	Completion Number and Rate WIOA	Credentialed Number and Rate ALL	Credentialed Number and Rate WIOA	Employment Number and Rate 6 months after exit ALL	Employment Number and Rate 6 months after exit WIOA	Employment Number and Rate 12 months after exit ALL	Employment Number and Rate 12 months after exit WIOA	Median Earnings 6 months after exit ALL	Median Earnings 6 months after exit WIOA		
WIC Approved Providers																							
1st Cdl Training Center of NOVA	8716 Telegraph Road Alexandria, VA 22303 (703) 347-7999	For Profit	Commercial Driver's License (CDL), Class A (Tractor Trailer)	160 hours	Federal Motor Carrier Safety Administration	\$ 4,500.00	All individuals must be able to speak, read, and write the English Language. All individuals must be at least 21 years of age. Must be able to pass a drug screening test. Must be able to secure D.O.T approved medical fitness card. Minimum CASAS grade level: Math 6.0, Reading 6.0	357	128	260	92	245, 94%	81, 88%	105, 77%	52, 63%	78, 37%	65, 77%	67, 49%	67, 82%	\$9,516.00	\$9,571.00	Provider not currently receiving referrals	
			Commercial Driver's License (CDL), Class B (Automated Bus)	120 hours		\$ 4,500.00		55	25	47	17	39, 83%	11, 65%	26, 78%	15, 53%	11, 26%	11, 69%	10, 30%	10, 67%	\$2,996.18	\$2,996.18		
			Commercial Driver's License (CDL), Class B (Manual Dump Truck)	120 hours		\$ 4,500.00		17	*	14	*	14, 100%	* 100%	* 100%	* 100%	12, 8%	* 100%	* 0%	* 0%	* 0%	\$5,600.00		\$5,600.00
Bath's Transportation Inc Commercial Drivers Training School	3000 V St., NE Washington, DC 20018 (202) 482-8658	For Profit	Advanced Commercial Driver, Class A	48 hours	Federal Motor Carrier Safety Administration	\$ 4,700.00	All individuals must be able to speak, read, and write the English Language. All individuals must be at least 21 years of age. Must be able to pass a drug screening test. Must be able to secure D.O.T approved medical fitness card. Minimum CASAS grade level: Math 6.0, Reading 6.0	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00	
			CDL, Class A Refresher Course	40 hours		\$ 4,200.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00
			CDL, Class B Refresher Course	40 hours		\$ 3,900.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00
			Professional Driver, Class B	168 hours		\$ 6,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00
			Commercial Driver License Class B/W	168 hours		\$ 6,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00
Byte Back	899 North Capitol Street, NE Washington, DC 20002 (866) 942-6143	Non-Profit	CompTIA A+	7 weeks	CompTIA	\$ 4,000.00	18 Yrs. of Age, DC Residency, English or Spanish speaking. Minimum CASAS grade level: Math: 9.0, Reading: 9.0	111	*	111	*	85, 77%	* 67%	* 12%	* 0%	* 8%	* 33%	* 4%	* 33%	\$6,865.00	\$6,865.00	New Provider	
			CompTIA IT Fundamentals	7 weeks	CompTIA	\$ 2,150.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$9.99	\$9.99		
			Word Microsoft Office Specialist (MOS)	7 weeks	Microsoft	\$ 4,000.00	18 Yrs. of Age, DC Residency (proof where applicable), English or Spanish speaking. Minimum CASAS Grade Level: Math 9.0, Reading 9.0	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
Career Technical Institute	1101 Vermont Avenue, NW Washington, DC 20005 (202) 552-3040	For Profit	Excel Microsoft Office Specialist (MOS)	7 weeks	Microsoft	\$ 4,000.00	18 Yrs. of Age, DC Residency (proof where applicable), English or Spanish speaking. Minimum CASAS Grade Level: Math 9.0, Reading 9.0	70	*	69	*	58, 84%	* 100%	* 20, 31%	* 0%	* 13%	* 100%	* 8%	* 0%	\$11,930.53	\$11,930.53	Provider not currently receiving referrals	
			PC Specialized Plus (Generalist Specialization)	26 weeks	CTI is a credentialing institution	\$ 16,750.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
			Medical Office Administration	720 hours		\$ 16,750.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
			Information Technology Professional	720 hours		\$ 16,750.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
			Information Security Professional	720 hours		\$ 16,750.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
			Medical Billing and Insurance Specialist	272 hours		\$ 7,250.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
			PC Specialized Plus (Networking Specialization)	26 weeks	CTI is a credentialing institution	\$ 16,750.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
			Medical Office Administration	720 hours		\$ 16,750.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
			Medical Office Administration	720 hours		\$ 16,750.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
			Medical Assistant	300 hours		\$ 16,250.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00		\$0.00
Help Desk Professional	26 weeks	CTI is a credentialing institution	\$ 14,200.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00				
The Chart Academy	529 14th Street NW, Suite 718 Washington, D.C. 20045 202-730-8980	For Profit	AWS Cloud Technician Specialist	120 hours	Amazon	\$ 2,370.00	CASAS Reading 235+ CASAS Math 229+ CASAS Reading 235+ CASAS Math 229+	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00	New Provider	
			CompTIA A+	120 hours	CompTIA	\$ 2,370.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			CompTIA Network+	240 hours	CompTIA	\$ 4,740.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			CompTIA Security+	240 hours	CompTIA	\$ 4,740.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Custodial Technician Specialist	120 hours	ISSA Certified Custodial Technician Credential	\$ 2,370.00	CASAS scores are equivalent to minimum 2007 CASAS Math 229+ CASAS Reading 221+ CASAS Math 211+	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
Destined for Greatness/Amala Lives	1800 Perry Street, NE Washington, DC 20018 (202) 781-7073	For Profit	Culinary Art	576 hours	American Hotel and Lodging Educational Institute	\$ 9,430.00	Be 18 years of age or older. Be a resident of the District of Columbia. Have a high school diploma or GED. Participate in an interview with the Admissions Director. Demonstrate a strong interest in the culinary arts or hospitality industries. Minimum CASAS grade level: Math 6.0, Reading 6.0	26	*	25	*	24, 96%	* 88%	* 23, 96%	* 75%	* 38%	* 50%	* 17%	* 100%	\$5,785.00	\$5,785.00		
			Hospitality	576 hours	American Hotel and Lodging Educational Institute	\$ 9,780.00		*	*	*	*	100%	100%	100%	100%	33%	0%	0%	0%	\$168.00	\$168.00		
Dawley Beauty College	2031 Rhode Island Ave NE Washington, DC 20018 (202) 248-3866	For Profit	Nail Technology Hybrid Course	350 hours	DCRA License	\$ 4,390.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Certified Nursing Assistant	5 weeks	DC Health Board of Nursing	\$ 2,827.00	High school diploma or GED, minimum CASAS reading and math scores of 8th grade level, 18 years of age	11	*	11	*	91%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00	
Healthcare Training Academy	2303 14th Street, NW, Suite 109 Washington, DC 20009 (202) 349-3934	For Profit	Home Health Aide	5 weeks	National Assoc. of Home care and Hospice	\$ 2,815.00	High school diploma or GED, minimum CASAS reading and math scores of 8th grade level, 18 years of age	13	*	13	*	53%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Medical Administrative Assistant (MAA)	19 weeks	Both the American Medical Certification Association (AMCA) and National Healthcareer Association (NHA)	\$ 4,000.00	High School Diploma or GED	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
MidCare	13955 Farmington Road, Livonia, MI 48154 734-465-5193	For Profit	HI-1100 Medical Billing Specialist	12 weeks	American Medical Certification Association (AMCA)	\$ 2,000.00	High School Diploma or GED	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			HI-1200 Medical Front Office Administration Specialist	13 weeks	National Healthcareer Association (NHA)	\$ 2,000.00	High School Diploma or GED	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			HI-4000 Electronic Health Records and Reimbursement Specialist	17 weeks	Both the American Medical Certification Association (AMCA) and National Healthcareer Association (NHA)	\$ 4,000.00	High School Diploma or GED	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			HI-6000 Medical Assistant	27 weeks	Both the National Healthcareer Association (NHA) and Professional Association for Customer Engagement (PACE)	\$ 4,000.00	High School Diploma or GED	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			IT-1000 IT Support Professional	10 weeks	CompTIA and Professional Association for Customer Engagement (PACE)	\$ 4,000.00	High School Diploma or GED	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
SOME Center for Employment Training	4439 Benning Road, NE, Third Floor Washington, DC 20019 (202) 797-6865	Non-Profit	Medical Administrative Assistant (MAA)	720 hours	National Healthcareer Association (NHA)	\$ 5,000.00	1. Students must be substance free at time of enrollment in SOME CET. Students are required to complete a urinalysis drug screening as part of the application process. 2. Students may not consume alcoholic beverages or use illegal drugs on SOME CET premises. 3. Students may not report to training under the influence of drugs or alcohol. 4. Students will subject to random drug testing during enrollment at SOME CET.	*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00	
			Medical Assistant (MA)	750 hours	National Healthcareer Association (NHA)	\$ 5,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Electronic Health Records (EHR)	91 hours	National Healthcareer Association (NHA)	\$ 1,242.15		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Building Maintenance Service Technician (BMS/T)	660 hours	EPA	\$ 5,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Heating Ventilation and Air Conditioning (HVAC)	540 hours	EPA	\$ 5,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Nursing Assistant Program	125 hours	Board of Nursing	\$ 5,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00	
			Pharmacy Technician Program	225 hours	Board of Pharmacy	\$ 5,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
United Planning Organization (UPO)	301 Rhode Island Avenue, NW Washington, DC 20001 (202) 238-4609	Non-Profit	Commercial Driver's License (CDL) Training	200 hours	Federal Motor Carrier Safety Administration	\$ 3,500.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Emergency Medical Technician (EMT)	640 hours	National Registry of Emergency Medical Technicians	\$ 5,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			IT Help Desk and Application Support Specialist	144 hours plus 12 week internship	CompTIA	\$ 6,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Hospitality/Hotel Industry Worker	120 hours	Golden Opportunities International	\$ 2,800.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Electrical Technician	200 hours	NCCER	\$ 4,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Plumbing Technician	450 hours	NCCER	\$ 4,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Child Development Associate (CDA)	550 total hours/120 instruction, 480 (CPI)	Professional Council of Recognition	\$ 5,000.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		



Provider name	Contact Information	For Profit or Non-Profit	Course name	Duration	Credentialed Organization or Institution, Where Applicable	Negotiated rate per IFA	Requirements	PY2021														Notes	
								Total Enrolled ALL	Total Enrolled WIOA	Total Enrolled ALL	Total Enrolled WIOA	Completion Number and Rate ALL	Completion Number and Rate WIOA	Credentialed Number and Rate ALL	Credentialed Number and Rate WIOA	Employment Number and Rate 6 months after exit ALL	Employment Number and Rate 6 months after exit WIOA	Employment Number and Rate 12 months after exit ALL	Employment Number and Rate 12 months after exit WIOA	Median Earnings 6 months after exit ALL	Median Earnings 6 months after exit WIOA		
WIC Approved Providers																							
University of the District of Columbia Community Education	4250 Connecticut Avenue, NW Suite 2330 Washington, DC 20008 (202)274-7430		Medical Track • Computer Skills for the Workplace S115 • Medical Terminology S115 • Medical Coding and Billing S2095 IT Track 1 • Computer Skills for the Workplace S115 • Microsoft Office Suite S2456	15 months		\$ 3,225.00		* * * *	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00				
			IT Track 2 • Computer Skills for the Workplace S115 • Microsoft Office Suite S2, 485 • Compia TIA And S11595	8 months		\$ 2,600.00		* * * *	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			IT Track 2 • Computer Skills for the Workplace S115 • Microsoft Office Suite S2, 485 • Compia TIA And S11595	14 months		\$ 3,795.00		* * * *	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			Pharmacy Technician • Computer Skills for the Workplace S115 • Medical Terminology S115 • Pharmacy Technician S2496	27 months		\$ 2,825.00		* * * *	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			Paralegal Track • Paralegal Preparation S115 • Certified Paralegal S2465	9 months		\$ 2,600.00		* * * *	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			Medical Coding and Billing	12 months		\$ 2,995.00		* * * *	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			Microsoft Office Suite	6 months		\$ 2,485.00		* * * *	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			Comp TIA A+	6 months		\$ 1,195.00		* * * *	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			Pharmacy Technician	12 months		\$ 2,595.00		* * * *	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			Certified Paralegal	6 months		\$ 2,485.00		* * * *	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00					
Urban Ed, Inc.	2041 Martin Luther King Jr. Ave, SE Suite M-2 Washington, DC 20003 (202) 610-2344	For Profit	AWS Cloud Practitioner	15 weeks	Amazon	\$ 1,045.00	IT Essentials or equivalent knowledge, Linux Essentials is recommended	29	*	*	*	*	100%	100%	86%	0%	13%	100%	0%	0%	\$8,460.00	\$8,460.00	
			CompTIA A+	12 weeks	CompTIA	\$ 2,600.00	At least 18 years old; High School Diploma or GED; Minimum CASAS grade level: Math: 9.0, Reading: 9.0	59	*	23	*	17,74%	43%	60%	0%	5%	20%	7%	20%	\$4,528.24	\$4,528.24		
			CompTIA Network +	50 hours	CompTIA	\$ 1,045.00	IT Essentials (A+) Minimum CASAS grade level: Math: 9.0, Reading: 9.0	*	*	*	100%	0%	100%	0%	0%	0%	0%	0%	\$0.00	\$0.00			
			CompTIA Security +	70 hours	CompTIA	\$ 1,045.00	IT Essentials (A+) and Network+ Minimum CASAS grade level: Math: 9.0, Reading: 9.0	29	*	12	*	12,100%	0%	100%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Cisco Certified Network Associate (CCNA)	200 hours	Cisco	\$ 4,100.00	GED/HS Diploma, Basic computer literacy, Basic internet usage skills, Basic PC operating system knowledge	*	*	*	*	100%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
Vets Group Training Academy	1200 18th Street, NW Suite LL100 Washington, DC 20036 (202) 822-0011	For Profit	AWS Cloud Computing Program	90 hours	CompTIA Linux+ LX0-103 CompTIA Linux+ LX0-103 AWS SAA-C01	\$ 2,545.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Certified Cable Installation	144 hours		\$ 3,050.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Certified Wireless Tower Climber	120 hours		\$ 5,632.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Cyber Security Professional Level 1	72 hours	EC-Council Exam #312-50	\$ 2,815.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Project Management Professional	72 hours	PMP	\$ 3,300.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Microsoft Office Specialist	90 hours	Microsoft	\$ 2,025.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Web Development Certificate	108 hours		\$ 2,435.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Wireless Broadband Technician	144 hours		\$ 2,900.00		*	*	*	*	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
			Comp TIA A+ (Hardware and Software)	120 hours	CompTIA			* * * *	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00		
Comp TIA Network +	120 hours	CompTIA			* * * *	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00					
Comp TIA Security +	4 weeks	CompTIA	\$ 3,792.00		* * * *	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	\$0.00	\$0.00					

* The value was suppressed to protect Personally Identifiable Information (PII) or no data was reported.

Provider not currently receiving referrals.

**Q66 - Eligible
Training
Providers Policy**



**DISTRICT OF COLUMBIA
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) WORKFORCE
IMPLEMENTATION GUIDANCE LETTER (WIGL)**

POLICY & GUIDANCE

INFORMATION & UPDATES

DATE: March 28, 2022

NO: DC-WIGL-2022-010-R1-WIOA ELIGIBLE TRAINING PROVIDER POLICY

TO: LOCAL WORKFORCE DEVELOPMENT SYSTEM STAKEHOLDERS
AMERICAN JOB CENTERS
WIOA YOUTH SERVICE PROVIDERS WIOA ELIGIBLE TRAINING PROVIDERS
DEPARTMENT OF EMPLOYMENT SERVICES (DOES)
OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION (OSSE)
DEPARTMENT ON DISABILITY SERVICES (DDS)
DEPARTMENT OF HUMAN SERVICES (DHS)
UNIVERSITY OF THE DISTRICT OF COLUMBIA COMMUNITY COLLEGE (UDC-
CC)

FROM: Executive Director, Workforce Investment Council (DCWIC)

SUBJECT: WIOA ELIGIBLE TRAINING PROVIDER POLICY

PURPOSE: **To provide information to Training Providers interested in being on the Eligible Training Provider List (ETPL).**

REFERENCES:

Title I-B of the Workforce Innovation and Opportunity Act of 2014 (WIOA) Section 122 and 20 CFR Subpart B, 680.200-680.230. All policy guidance to be housed at <http://dcworks.dc.gov>.

DEFINITIONS:

The Mayor of the District of Columbia performs duties assigned to the Governor and the Chief Elected Official under WIOA.

The DC Workforce Investment Council (DCWIC) performs all duties and tasks assigned to the State Workforce Development Board and to the Local Workforce Development Board under WIOA.



The Department of Employment Services (DOES) is the WIOA fiscal agent for the District of Columbia, delivers WIOA Title I adult and dislocated worker services and both delivers and procures WIOA Title I youth services.

An Eligible Training Provider (ETP) is an institution of higher education that provides a program that leads to a post-secondary credential; an entity that carries out programs registered with the District's Office of Apprenticeship Information and Training; or another public, private, or community-based provider of program of training services.

The Economic and Workforce Alignment Committee (EWA) is the DCWIC Board subcommittee that handles that approval process for potential ETPs to be added onto the ETPL.

The Higher Education Licensure Commission (HELIC) is the District of Columbia's governing body for educational licensure. The Commission establishes standards for postsecondary educational operations, authorizes operations, approves programs, issues, or denies licenses to, and oversees all private postsecondary educational institutions in the District of Columbia.

A Human Care Agreement (HCA) is a contractual agreement with DOES, or a DC government agency, for individual participant referrals or class size task orders to be issued between the provider and DOES.

The DC Office of Contracting and Procurement (OCP) provides contracting services for selected agencies and offices in the District of Columbia. OCP manages the solicitation process for HCAs.

An Individual Training Account (ITA) is a voucher given to One-Stop Career Center customers who need occupational skills training to become gainfully employed or re-employed. Under Title I of the Workforce Investment Act (WIA) of 1998, adult and dislocated workers purchase training services through ITAs from eligible providers they select in consultation with the case manager.

A Program of Training is one or more courses or classes or a structured regimen that, upon successful completion, leads to an industry recognized post-secondary credential, secondary school diploma or its equivalent; employment; or measurable skill gains toward such a credential or employment.

A Program Year is a period of twelve (12) months that begins July 1st and ends June 30th.

A Measurable Skills Gain is defined by the Department of Labor TEGL 10-16, Change 1, PM (Program Memorandum) 17-2, and TAC (Technical Assistance Circular) 17-01, section 116, as a documented academic, technical, occupational, or other form of progress, towards a credential or employment. Depending on the type of education or training program, documented progress is defined as one of the following:

- a. Documented achievement of at least one educational functioning level of a participant who is receiving instruction below the postsecondary education level;
- b. Documented attainment of a secondary school diploma or its recognized equivalent;
- c. Secondary or postsecondary transcript or report card for a sufficient number of credit

- hours that shows a participant is meeting the State unit's academic standards;
- d. Satisfactory or better progress report, towards established milestones, such as completion of OJT or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training;
 - e. Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams. (

BACKGROUND:

The DC Workforce Investment Council (DCWIC) has primary responsibility for establishing eligibility and performance requirements for training providers who wish to receive Workforce Innovation and Opportunity Act (WIOA) training dollars, funded as Individual Training Accounts (ITAs). For a training provider to receive ITA funding in the District of Columbia, they must:

- Be licensed by HELC or the state higher education licensing body of the state in which they will provide training;
- Be certified as an Eligible Training Provider (ETP) by the DCWIC and placed on the District's Eligible Training Provider List (ETPL), managed by the DCWIC;
- Meet the guidelines specified in the DCWIC policy 2013.008, WIOA Individual Training Accounts;
- Be approved by the Department of Employment Services (DOES) to receive ITA funding by applying for and receiving a Human Care Agreement (HCA) through the Office of Contracting and Procurement's (OCP) solicitation process.

Per DC Law 20-263, effective January 1, 2016, no ETP shall be eligible to receive funding for more than five (5) ITAs in a calendar year unless at least 50% of the students participating in the entity's training programs are funded by sources other than ITAs. ETPs seeking continued eligibility must provide performance data for both ITA and non ITA funded participants to include Social Security Numbers.

POLICY INFORMATION

I. ETPL Policies and Procedures:

The following sections list the requirements for a Training Provider to be added to and remain in good standing on the ETPL.

II. Licensure:

In order to apply to become an ETP, the provider must obtain licensure to provide in-person, virtual or hybrid post-secondary training leading to credentials in the District of Columbia through the Higher Education Licensure Commission, or the state licensing body for the jurisdiction in which training will be provided.

III. ETPL Application Process:

Training providers applying for initial program eligibility must:

- Send a request to join ETPL through the DCWIC website at <https://dcworks.dc.gov/service/eligible-training-provider-list-etpl>;
- DCWIC staff will contact Training Provider to provide login and registration

information for using the ETPL Database;

- Submit all requested information as directed for approval process.

Upon receipt of application information, DCWIC staff will:

- Review application materials to ensure completed application and confirm eligibility
- Submit application package to the Education and Workforce Alignment (EWA) Committee for review and determination
- Notify Training Provider of determination within thirty (30) days.

Providers who are approved by the EWA Committee will be added to the District of Columbia's ETPL. Providers on the ETPL must still apply for and receive approval for a HCA with the Department of Employment Services. DCWIC staff will notify ETPL Training Providers of HCA solicitation opportunities.

IV. ETPL Reciprocity:

Training Providers who are physically located outside of the District of Columbia and are currently in good standing on another jurisdiction's ETPL may be added to the DCWIC ETPL if:

1. The eligibility requirements from that jurisdiction align with the District of Columbia's requirements; and
2. The provider can present a letter from their local Workforce Board stating that the provider is active and in good standing on their home jurisdiction's ETPL.
3. Training Providers seeking to provide training in the District of Columbia will need to obtain licensure through HELC prior to requesting reciprocity approval; Training Providers seeking to provide training outside of the District of Columbia will need to provide evidence of licensure through another jurisdiction's higher education licensing organization.
4. All Training Providers will still be required to apply for and be awarded a Human Care Agreement by the Office of Contracting and Procurement, on behalf of DOES, before they can begin providing reimbursable services to DC residents receiving occupational skills training.

V. Eligibility Requirements:

1. **Initial Eligibility.** An applicant seeking to be certified as an eligible training provider in the District of Columbia must provide all of the following as specified on the [application](#):
 - i. Information about the provider and each proposed training program;
 - ii. Evidence of program accreditation and/or provider educational license with appropriate state or governing entity;
 - iii. Information identifying the industry-recognized post-secondary credential received by program completers;
 - iv. A description of the training program's relationship or partnership with industry-related employers;

- v. Information demonstrating alignment of training program with the [DC High Demand Sectors and Occupations List](#);
- vi. Information on program cost per participant, including course catalogue or brochures demonstrating that all program-related costs are standard rates charged to the public;
- vii. A copy of the provider's refund, grievance, drug testing (if applicable), equal employment opportunity, and ADA accessibility policies;
- viii. A description of training facilities and equipment to be utilized for each program, including evidence that such training facilities and equipment are safe, accessible by public transportation, and ADA compliant to provide an environment conducive to student achievement;
- ix. Information about performance for the most recent twelve (12) month period that includes:
 - (1) Completion rates for all individuals in the listed program;
 - (2) Percentage of all individuals participating in the listed program who obtain unsubsidized employment after program exit;
 - (3) Wages at placement in employment of all individuals participating in the listed program;
 - (4) Percentage of program completers who attained a post-secondary credential, secondary school diploma or equivalent during program participation or within one (1) year after program completion.
 - (5) Additional information requested by the DCWIC.

All performance information will be used to provide information to customers and to assist with program eligibility.

- a. **Determinations.** The DCWIC shall make a determination with respect to an application for initial eligibility within thirty (30) calendar days of receiving all of the required information unless unable to convene the EWA Committee in thirty (30)-day period. The DCWIC shall notify an applicant if an application is determined to be incomplete and shall keep such application open for a period of ninety (90) calendar days from the date of receipt. If an applicant fails to submit all required information or materials within this ninety-day period, the DCWIC shall deny the application, and the applicant must wait thirty (30) calendar days before resubmitting an application.

An initial eligibility determination will be decided for each training provider on a program-to-program basis and be based on the following criteria:

- i. The ability of the program to offer education and/or training programs necessary resources and services to support student attainment of goals, demonstrated by past program performance data;
- ii. The degree to which the program aligns with identified [DC High Demand Sectors and Occupations List](#) or necessary skills to obtain position;
- iii. The training provider must supply information regarding how successful completion of the program results in or leads to a federally recognized credential.

iv. The degree to which program completion is directly connected to related industry employment, and the strength of partnerships Training Provider has with local employers.

b. Denial of Initial Eligibility. A training provider and/or its program(s) may be denied inclusion on the ETPL for the following reasons:

- i. The applicant fails to meet the minimum criteria for initial eligibility as specified in this policy.
- ii. The initial eligibility application is not complete.
- iii. The applicant intentionally supplied inaccurate information. Penalties are described in WIOA Sec. 122(f)(1)(A) and subparagraph (C).
- iv. The applicant substantially violated any requirement under WIOA. Penalties are described in WIOA Sec. 122(f)(1)(B) and subparagraph (C).

If the DCWIC denies initial eligibility of a provider's program on the ETPL, the DCWIC must, within thirty (30) days of receipt of the application, inform the provider in writing including the reason(s) for the denial and complete information on the appeals process.

c. Period of Eligibility. New providers will be added on a quarterly basis to the ETPL as they become eligible. Initial eligibility remains in effect for one (1) calendar year from the time they are made eligible.

d. Data Requirement: New providers agree to provide performance data for all students enrolled in the programs of study that they have been made eligible for on the ETPL to the DCWIC on a date to be communicated to the provider by the DCWIC. Information includes data on all program participants including Social Security Number that shows:

- (1) Completion rate
- (2) Employment and employment retention rate
- (3) Credential attainment rate; and
- (4) Median wage after program completion
- (5) Student roster information for all training participants for each approved program to include Social Security Number

Some of the information provided will be published on the DCWIC website to allow consumers to compare ETP performance outcomes, and program costs.

- i. **Continued Eligibility:** Eligible training providers seeking to be determined as eligible for continued eligibility must provide the following to the DCWIC on an annual basis, thirty (30) days prior to provider's eligibility end date: Information on any additions or modifications to programs and services offered including course summary, breakdown of costs, credentials to be attained, and class schedule;
- ii. Published course catalog with student cost information;
- iii. Current copies of the provider's refund, grievance, drug testing (if applicable),

equal employment opportunity, and ADA accessibility policies, if changes have occurred since the initial eligibility period;

- iv.** Current proof of commercial liability insurance coverage;
 - v.** Most recent program accreditation and/or provider educational license;
 - vi.** Updated information pertaining to alignment of training program with [DC High Demand Sectors and Occupations List](#);
 - vii.** Performance Data Report for each approved training program that includes data on all program participants for both WIOA Title I-B programs and Non WIOA enrolled including Social Security Number that shows:
 - (1)** Total students Served
 - (2)** Total students Exited
 - (3)** The percentage of students completing training program
 - (4)** The percentage of students obtaining a credential within 6 months of completion); and
 - (5)** The percentage of students in unsubsidized employment second quarter after exit
 - (6)** The percentage of students in unsubsidized employment fourth quarter after exit
 - (7)** Median hourly wage at placement
 - viii.** Student roster information for all training participants for each approved program to include Social Security Number;
 - ix.** A current academic calendar;
 - x.** Updated list and/or letters of support from employer partners;
 - xi.** Any additional information required by the DCWIC.
- a. Determinations.** The DCWIC shall make a determination with respect to an application for continued eligibility within thirty (30) calendar days of receiving all requested information unless unable to convene the EWA committee within the thirty (30)-day period. The DCWIC shall notify an applicant if an application is determined to be incomplete and shall keep such application open until the expiration of the provider's ETP contract. If a provider fails to submit all required information or materials before the expiration of the ETP contract, the DCWIC shall deny subsequent eligibility, and the provider must reapply under the terms of initial eligibility.

A continued eligibility determination will be decided for each training provider based on the following criteria:

- i.** The ability of the program to offer education and/or training programs necessary resources and services to support student attainment of goals;
- ii.** The occupation for which the training program prepares the student must be, at minimum, high wage, high demand, or high skill occupation in the District of Columbia as listed on the [DC High Demand Sectors and Occupations List](#):

- (1) High-wage Occupation: Occupations paying more than all industry for the district and/or region.
 - (2) High-demand Occupation: Occupations having more than the median number of total openings for the district and/or region.
 - (3) High-skill Occupations: Occupations with a typical education level needed for occupations with an apprenticeship as the typical on-the-job training level or occupations typically needing related work experience or long-term OJT for entry and postsecondary training (non-degree) or above as competitive.
- iii. The program must lead to an industry-recognized certificate or credential, including a program that leads to a recognized post-secondary credential;
 - iv. The degree to which program completion is directly connected to related industry employment;
 - v. The ability to meet minimum performance measures established by the DCWIC.
- b. Period of Eligibility.** Training providers must apply for continued eligibility by thirty (30) days prior to the provider's eligibility end date. The eligibility period will span the respective following year from initial eligibility determination.

VI. Program Modifications:

- 1. Current Programs.** An eligible training provider seeking to make modifications to a program that is currently covered under an approved application for initial or continued eligibility shall submit a written request to the DCWIC describing the proposed modifications and the purpose for such modifications. Upon receipt of the request, the WIC shall approve or deny such modifications within ten (10) business days.
- 2. Additional Programs.** An eligible training provider seeking to add new programs to an approved application for initial or continued eligibility shall submit a written request to the DCWIC that includes all information listed in this policy under Initial Eligibility for each additional program. Upon receipt of the request, the DCWIC shall approve or deny additional programs within thirty (30) days.

VII. Eligibility Exemptions:

- 1. Registered Apprenticeship Programs.** Under WIOA section 122(a)(3), registered apprenticeship programs with the District's Office of Apprenticeship Information and Training (OAIT) are not subject to the Eligible Training Provider List requirements and, therefore, not required to submit performance data or undergo review during the initial or continuing eligibility determination process. The WIC will reach out to new apprenticeship programs to inform them of the opportunity to join the ETPL after being notified by the Department of Employment Services. If the provider opts into the ETPL, the apprenticeship program will be placed on the ETPL by the DCWIC.
- 2. On-the-Job Training, Customized Training, Incumbent Worker Training, and Other Training Exceptions.** Pursuant to WIOA section 122(h), providers of on-the-job training, customized training, incumbent worker training, internships, paid or unpaid work experience opportunities, or transitional employment, as those terms are defined by WIOA, are not subject to the Eligible Training Provider List requirements and therefore not required to undergo review during the initial or continuing eligibility determination

process, but are required to provide performance information established by the Governor.

- 3. In-Demand Industry Sectors and Occupations.** A training program that does not directly align with the [DC High Demand Sectors and Occupations List](#) will be eligible for consideration if there is written verification from an employer that an employment offer is contingent upon completion of said training program, or if the training provider submits a letter of support from at least two relevant employers certifying that the proposed training is well aligned with their projected hiring needs in the occupation(s) specified within the next year, or if the provider submits [Onet online](#) labor market data demonstrating that at least fifty (50) job openings within the target occupation(s) are projected within the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area during the current or subsequent year; and that the occupation(s) specified have a median wage that is equal or greater than the District's current Living Wage, as determined by the Department of Employment Services pursuant to the [Living Wage Act of 2006](#).
- 4. Additional Exemptions.** Pursuant to [WIOA section 134\(c\)\(3\)\(G\)\(ii\)](#), training providers will not be subject to eligibility criteria if the DCWIC determines that:
 - a. There are an insufficient number of providers, or
 - b. There is a training program with demonstrated effectiveness offered by a provider that serves individuals with barriers to employment as defined in [WIOA section 3\(24\)](#), or
 - c. An institution of higher education, or other training provider, can facilitate the training of multiple individuals in a high demand sector or occupation, and this training does not limit customer choice, or
 - d. The provider is contracted for services through a pay-for-performance contract instead of an Individual Training Account (ITA).

VIII. ETPL Performance Requirements:

Per TEGL 10-16, WIOA establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of States and local areas in achieving positive outcomes. These indicators and requirements are defined in the Department of Labor [website](#). All eligible training providers and programs that receive ITA funding must validate performance information annually on the following five outcomes for WIOA Title I participants: These performance requirements may change as the Department of Labor updates performance measures.

- 1. Training Completion Rate** - the number of participants during a Program Year who were enrolled in a Title I funded training service.
 - a. Must meet or exceed 80%.
- 2. Measurable skills gain rate**
 - a. Must meet or exceed 70% for adult participants and
 - b. Must meet or exceed 75% for dislocated worker participants.
- 3. Credential Attainment Rate** - of those who completed an ITA funded training during the

Program Year or within one year after exit from the program, the percentage who attained Credentials during that same period.

- a. Must meet or exceed 70%.

4. Entered Employment Rates - This measure will be calculated for Title I Adult and Dislocated Worker program participants separately, and will be reported as:

- a. The number of participants who received an ITA and who are employed in the second quarter after the exit quarter and;
 - i. Must meet or exceed 70% for adult participants.
 - ii. Must meet or exceed 75% for dislocated worker participants.
- b. The number of participants who received an ITA and who are employed in the fourth quarter after the exit quarter.
 - i. Must meet or exceed 75% for both adult and dislocated worker participants.

5. Per the [DC WIOA Unified State Plan](#), post Training Earnings must meet or exceed \$10,000 for adult participants and \$13,000 for dislocated worker participants - Will be reported as the median earnings for those participants who received an ITA and who have earnings during the second quarter after exit.

6. Maintenance of the Eligible Training Provider List. The DCWIC is responsible for the maintenance and publishing of the ETPL. Department of Employment Services (DOES) in turn, is responsible for ensuring all the AJC locations have access to the most recent version of the DCWIC's ETPLs. The DCWIC will include performance, occupational, and/or industry data on the website to support the ETPL listings.

7. Eligible Training Provider Report. The WIOA requires the state to submit an ETP Report with the federal WIOA Annual Performance Report on October 1st utilizing a template developed jointly by the DOL and U.S. Department of Education. This report includes all WIOA and non-WIOA participants served by each training program listed on the ETPL. The DOL has made the ETP Report data available to the public via trainingproviderresults.gov.

The ETP Report gathers critical information, including the employment, earnings, and credentials obtained by participants in the training program. This information will be widely disseminated to assist participants and members of the public in identifying effective training providers and programs. This information will also benefit the training provider by providing awareness of their program and serving as a tool to potentially enhance their programs.

8. All training providers are required to electronically submit the program participant data outlined in the [Performance Assurances Form](#). The DCWIC will contact providers on the ETPL to collect performance data on a quarterly basis. DCWIC will provide a secure means for ETPs to provide performance data.

The DCWIC recognizes the reporting burden this causes, and understands the data limitations, so the DCWIC will work with training providers based on the available data provided.

Data reporting for the annual ETP Report will be a phased approach with the DCWIC working collaboratively with DOES, and training providers to obtain the required information. Training providers that demonstrate a good faith effort in providing data will not be subject to removal from the ETPL; however, failure to provide any data may result in removal from the DCWIC's ETPL. Performance data from the ETP Report will be used for continued eligibility review of all training programs, excluding DOL registered or OAIT approved apprenticeships.

IX. Failure to Meet Performance Requirements:

- 1. ETPL Probation:** If an eligible training provider fails to meet required performance levels for one or more of the DCWIC's performance indicators but has either a) met or exceeded performance levels for two or more of the performance indicators,, they shall be placed on probationary status. The DCWIC may approve an application for subsequent eligibility for an eligible training provider on probationary status for one (1) year if the eligible training provider enters into a performance improvement plan that describes how the provider will meet or exceed performance levels for the subsequent year

If an eligible training provider on probationary status fails to meet or exceed performance levels for each of the five performance indicators during the subsequent year, they will be removed from the District's ETPL, and will be ineligible to apply for the ETPL for a period of one (1) year.

- 2. Contractual Probation:** Eligible Training Providers who are placed on HCA corrective action plans will in turn be placed on probation on the ETPL.

X. Removal of Provider or Program from the ETPL:

A training provider and/or its program(s) may be removed from the ETPL for the following reasons:

- 1.** If an eligible training provider fails to meet or exceed performance levels for at least two of the performance indicators the ETP will be removed from the ETPL and be ineligible to apply for a period of one (1) year.
- 2.** If an eligible training provider fails to meet the requirements of their Human Care Agreement contract with DOES.
- 3.** The training provider fails to meet the minimum criteria for continued eligibility as specified in this policy.
- 4.** The training provider fails to submit participant data and performance data required for the performance review within the established due date.
- 5.** It is determined that the training provider intentionally supplied inaccurate information.
- 6.** It is determined that the training provider substantially violated any requirement under WIOA.
- 7.** The training provider or program loses its educational license or accreditation.
- 8.** The training provider or program fails to meet the minimum levels of performance established by the DCWIC.
- 9.** The training provider fails to notify the DCWIC of any program changes including, but

not limited to, costs or location of training.

10. It is determined the training provider is not eligible to do business with the District of Columbia.

The DCWIC shall remove a program that was determined to be no longer eligible no earlier than the last calendar day of the month from issuance of removal notice. If a training provider chooses to appeal, a training program that is subject to removal shall remain on the ETPL until the appeal is concluded.

XI. Appeals:

An applicant may appeal to the DCWIC Executive Committee based on the denial of an applicant's application for initial or continued eligibility on the ETPL or the removal of a program(s) already listed on the ETPL.

- 1.** A provider wishing to appeal a decision by the DCWIC must submit an appeal to the DCWIC Executive Committee within thirty (30) days of the issuance of the denial or removal notice. The appeal must be in writing and include a statement of the desire to appeal, specification of the program in question, the reason(s) for the appeal (i.e., grounds), and the signature of the appropriate Provider official.
- 2.** Upon receipt of the written appeal, the DCWIC shall schedule a hearing to be held at the next quarterly meeting of the DCWIC Board. Both the appellant and DCWIC staff shall have the opportunity to present oral and written testimony under oath; to call and question witnesses; to present oral and written arguments; to request documents relevant to the issues(s), and to be represented.
- 3.** The DCWIC Executive Committee will notify appellants of its final decision on an appeal within thirty (30) days of the hearing. This period includes a hearing, if requested by the Provider.

XII. INQUIRIES:

Inquiries regarding this guidance should be directed to the DCWIC Executive Director.

XIII. EXPIRATION:

Continuing.